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ABSTRACT

A study was conducted to identify the tasks relevant to sixteen occupations with the IDECC (Interstate Distributive Education Curriculum Consortium) course, General Merchandising: Department Store, in order to test new standards of occupational task analysis. Job relevancy data were provided by three types of task data: (1) extent that task is part of the job, (2) desired task occurrence, and (3) learning location. Completed task inventory questionnaires from thirty states provided task data for the sixteen occupations being studied. (Major findings of the research effort are summarized in a table of relevant tasks for sixteen department store occupations. The comprehensive list of tasks and equipment and materials and a cross reference of task statements with existing IDECC competencies are appended.) (LRA)

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TASK VALIDATION OF 16 GENERAL MERCHANDISING: DEPARTMENT STORE OCCUPATIONS

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CHAPTER I

INTRODUCTION

In 1967, Lucy Crawford completed a study entitled, "A Competency Pattern Approach to Curriculum Construction in Distributive Teacher Education." Crawford had identified 983 competencies for 76 occupations in the seven career clusters of Department Store, Variety Store, Wholesaling, Hotel/Motel, Restaurant, Service Station, and Food Service.

The Interstate Distributive Education Curriculum Consortium was organized in 1971 to develop learning activity packets (LAP's) for distributive education curricula. The learning activity packets were to be utilized by distributive education coordinators in preparing individuals for occupations in marketing and distribution. Consistent with instructional system methodology, both individual and group activities were developed.

The IDECC system consists of 500 Learning Activity Packets (LAP's) based on the 983 competencies identified by Crawford. LAP's are divided into ten curriculum sections: Advertising, Communications, Display, Human Relations, Management, Mathematics, Merchandising, Product and Service Technology, Operations, and Selling. Completion of a designated series of LAP's prepares a student for one of 69 occupations within one of Crawford's seven occupational career clusters.

Each LAP consists of 1 to 14 competencies; the average is two competencies per LAP. The competencies which make up a LAP are sequenced from simple to complex. A learning activity packet contains the following components:

1. Pretest
2. Objectives
3. Learning Activities
4. Handouts (learning resources)
5. Learning Manager's Guide
6. Pretest Key
7. Posttest
8. Posttest Key

The eight components of a LAP are repeated for each competency within a Lap.

Rationale of the Study

Flanagan explains that "present education programs can be improved more by systematic selection of what is taught than by improving how it is taught" (1973, pp. 551-556). The need to evaluate existing standards for developing curricula and instructional materials was evident. Based on this need, the Interstate Distributive Education Curriculum Consortium has adopted procedures for conducting occupational task surveys. The task survey process systematically identifies occupationally relevant requirements as the training control of curriculum materials.

Ammerman and Pratzner (1977), having studied curriculum content derivation systems, explain that:

> The intent of the system is to aid developers and planners of occupational curriculums in their efforts in education, business, industry, and government to

> (a) determine the task performance content of jobs for which students are to be prepared, and (b) select from a large body of verified job content that which is most important for training consideration. The system largely depends upon task data obtained by survey questionnaires from persons closest to, and most knowledgeable about actual performance and its requirements. It will be most cost effective in repeated surveys of occupations, in situations where an instructional program is being developed or verified for use in many institutions or instructional settings (such as is done by state and regional vocational curriculum laboratories) or by industrial training departments that service multiple subsidiary units. The procedures are intended to be of special benefit where there is uncertainty with regard either to relevant performance or appropriate curriculum content, or where there is need to establish the job-relatedness and merit of existing curriculums. (p. 7)

The IDECC procedures manual describes the procedures for conducting occupational task surveys (Williams, Berns, and Sipos, 1978). In adapted form, the sequential steps for conducting occupational surveys are:

Step 1: Determine Occupational Scope
Step 2: Develop Task Statements
Step 3: Construct Task Lists
Step 4: Determine Needed Task Information
Step 5: Determine Needed Respondent Information
Step 6: Design Task Survey Questionnaires
Step 7: Administer Task Survey Questionnaires
Step 8: Process Task Survey Data
Step 9: Develop Competency Statements
Step 10: Evaluate Competency Statements

This ten-step process represents a modified version of The National Center for Research in Vocational Education's, "Performance Content for

Job Training," (Ammerman & Pratzner, 1975; Ammerman 1977a; Ammerman 1977b; Ammerman & Essex, 1977; Mead, Essex & Ammerman, 1977) with appropriate operational specifications and exceptions previously identified by the Interstate Distributive Education Curriculum Consortium.

The useability of distributive education curricula for occupational preparation depends on current occupational performance requirements being reflected as the training content of the curriculum materials. Therefore, further curriculum research, development, and validation were identified as the most pressing needs of the present IDECC thrust.

A need was established to test the new standards for occupational task analysis from the IDECC procedural manual for developing quality curricula and instructional materials.

Definition of Terms

The following definitions will provide clarification of the terminology as used in this study:

As-practiced job description is the same as universal job description in this study.

Competency refers to skills, abilities, knowledge, and attitudes required for a student to succeed in a particular occupation.

Competency-based instruction is instruction based on actual performance competencies required for a specific occupation.

Competency record is a listing of all the competencies required for a given occupational career.

Curriculum sections represent the ten instructional areas of the IDECC system. The curriculum sections are Advertising, Communications, Display, Human Relations, Management, Mathematics, Merchandising, Operations, Product and Service Technology, and Selling.

Function is an arbitrary division of a job into functional categories of related tasks for descriptive purposes which pertains to the role of a selected occupation in General Merchandising: Department Store.

IDECC (Interstate Distributive Education Curriculum Consortium) refers to a group of states that is jointly responsible for the development of learning activity packets for distributive education occupations.

LAP (Learning Activity Packet) refers to a collection of materials designed to provide training toward a career goal in one of the distributive occupations.

Performance level is a general indication of each task's appropriate level of training development which allows distinctions to be made between no training, basic performance ability, and advanced task proficiency.

Posttest is designed to measure the student's mastery of a specific objective after the completion of a learning activity.

Pretest is intended to evaluate a student's knowledge of a specific objective and determine the need to complete a learning activity for that objective.

Relevant task has a direct relationship to the percentage and importance criteria of a task to the work performance situation. For this study, the following relevancy criteria were employed:

a. mean of 0.75 of the ratings given by employees for the extent the task was important to the job

b. percentage of 15% of supervisors checking that a task should be performed by their workers.

Task is a meaningful unit of work activity, performed on the job by one worker within some limited period of time. It is a purposeful job-oriented activity.

Universal job description refers to a composite of tasks rated by a sample of respondents relevant to an occupation as defined by relevancy criteria.

Purpose of the Study

In February, 1978, the IDECC executive committee adopted the following mission statement:

> The role of IDECC is to develop and disseminate systematic approaches for planning, organizing, directing and evaluating distributive education curricula for specific occupations in marketing and distribution. Further, IDECC curricula will be competency-based -- including materials for testing, content documents, learning activities, behavioral objectives, and related support materials.

In accordance with this mission and in order to provide the most effective competency-based materials for distributive education possible, a study was needed to determine the effectiveness of the newly-adapted task survey procedures.

The purpose of this study was to provide task information for 16 occupations in General Merchandising: Department Store. This task information would be useful to the following groups:

1. Curriculum Developers: the value of identifying tasks having the greatest training importance would be the increasing assurance that data-based curriculum decisions would be possible.
2. Teachers: occupational training could be provided to students based on curriculum content derived systematically. The content would reflect the relevant task performance activities involved in the 16 occupations of General Merchandising: Department Store.

Statement of the Problem

The problem of this study was to test the new task survey procedures from the IDECC procedures manual entitled, "Systematic Procedures for IDECC Curriculum Development" utilizing 16 occupations in General Merchandising: Department Store. A task survey consisting of two instruments for each occupation provided a data base of task information. The following research questions were considered in the process of identifying the relevant performance tasks.

1. What are the performance tasks relevant to the following General Merchandising: Department Store occupations?
    - A. Stockperson
    - B. Salesperson
    - C. Professional Salesperson

D. Department Manager

E. Assistant Buyer

F. Buyer

G. Advertising Manager

H. Display Helper

I. Display Assistant

J. Display Manager

K. Receiving Clerk

L. Receiving Department Assistant

M. Receiving Manager

N. Credit Interviewer/Cashier

O. Assistant Credit Manager

P. Credit Manager

2. What are the performance levels of the relevant performance tasks for the 16 General Merchandising: Department Store occupations?
3. Which of the existing 983 competencies of the IDECC system are represented by the relevant performance tasks?

Limitations of the Study

The results of this study are task ratings based on employee and supervisor self-perceptions of tasks performed on-the-job. The validity of the task rating was based upon the respondents reporting what he/she considered to be the actual tasks performed on selected General Merchandising: Department Store occupations.

The tasks used in this study were selected from recommendations by a Department Store Advisory Committee. The content validity of the performance tasks was established based on the opinions of the department store consultants.

CHAPTER 2

METHODS AND PROCEDURES

This study was designed to test the ten-step process for conducting occupational task surveys. The primary purpose of the study was to provide task information which identified the relevant performance tasks of 16 occupations in General Merchandising: Department Store. The task information can then be used to develop curriculum training materials based on occupationally relevant requirements.

Overview of Task Survey Process

Step 1: Determine Occupational Scope

This study was designed to identify relevant performance tasks for selected occupations of General Merchandising: Department Store. Specifically, 16 representative occupations were identified within the entry, supervisory, and management employment levels. The job titles and roles were validated by a department store advisory committee. This advisory committee consisted of six department store consultants representing the areas of advertising, display, credit, receiving, buying, and management (see Appendix A - Department Store Consultants).

Figure 1 presents 16 representative occupations for General Merchandising: Department Store by entry, supervisory, and management employment levels. The researchers, therefore, specified the breadth and depth of occupations to be surveyed during the task survey process.

Entry	Supervisory	Management
1 Salesperson	6 Assistant Buyer	11 Buyer
2 Stockperson	7 Assistant Credit Manager	12 Department Manager
3 Credit Interviewer/ Cashier	8 Display Assistant	13 Credit Manager
4 Display Helper	9 Receiving Department Assistant	14 Display Manager
5 Receiving Clerk	10 Professional Salesperson	15 Receiving Manager
		16 Advertising Manager

Figure 1. A career continuum for 16 occupations from General Merchandising: Department Store by employment levels.

Step 2: Develop Task Statements and Step 3: Construct Task List

During Step 1: Determine Occupational Scope, a group of representative occupations by employment levels within the U.S.O.E. Instructional Program Code of General Merchandising: Department Store was identified by the researchers and advisory committee. In addition, a literature review revealed that Crawford's study contained lists of critical tasks for 16 occupations in the career cluster of department store. The lists of tasks were chosen as the initial task lists for this study.

Ammerman (1977a) defines a task as, "a meaningful unit of work activity, generally performed on the job by one worker within some limited period of time (p. 21). To assure conformity with this definition of a task, the researchers reviewed the initial lists of tasks. The revised initial lists of tasks, cover letter, and directions for reviewing the task lists were mailed to the department store consultants (see Appendix B - Cover Letter and Directions for Reviewing Task Lists). The purposes of the consultant task review were to add missing task statements, break down task statements which were broad, and improve the wording of vague or lengthy task statements.

The department store consultants, after individually reviewing the task lists attended an advisory committee meeting held on January 16, 1978 at The Ohio State University (see Appendix C - Cover Letter and Department Store Advisory Committee Meeting Agenda). The end result of the reviewing process was updated and expanded task lists and a related equipment and materials list for 16 department store occupations by persons directly involved with the occupations to be surveyed.

Upon completing the initial advisory committee reviewing process, the researchers edited each of the 16 occupational task lists to assure conformity with the following criteria established by Ammerman (1977a, p. 23). Each task statement must:

1. Be stated in grammatically correct form with a present tense action verb, object of the action verb with the subject "I" omitted, but understood. When necessary, qualifying phrases may become a part of the sentence.
2. Reflect performance specificity, that is, what work is done.
3. Avoid activities that are too specific or trivial.
4. Avoid activities that are too general.
5. Avoid the use of vague or ambiguous words.
6. Be worded so that any of the task rating scales used makes sense when applied to it.
7. Avoid multiple action verbs.
8. Avoid multiple objects of the action verb.
9. Avoid joining more than one activity statement into a single task statement.
10. Be capable of standing alone.
11. Be stated using terminology appropriate to the occupation being studied.
12. Be job-oriented, reflecting what gets done by a worker.

The end product of the project staff editing was one comprehensive list of tasks within seven functional categories for the 16 occupations to be studied. In addition to the comprehensive list of tasks, a comprehensive list of equipment and materials was developed by the project staff.

A final review of the comprehensive List of Tasks and List of Equipment and Materials was completed by the department store consultants, Dr. Harry Ammerman serving as a technical consultant, and the IDECC national office staff (see Appendix D - Letters to Department Store Consultants). This process yielded a final comprehensive List of Tasks (see Appendix E) and List of Equipment and Materials (see Appendix F) for the 16 occupations being studied. The development of the task and equipment and material lists was completed for the upcoming occupational task surveys.

Step 4: Determine Needed Task Information

To make decisions concerning job relevancy and appropriateness of training content, three types of task information are required: criticalness, comprehensiveness, and timeliness. Therefore, job relevancy data for this study were provided by three types of task data. They are:

1. EXTENT THAT TASK IS PART OF THE JOB (Asked of each employee being surveyed)
2. DESIRED TASK OCCURRENCE (Asked of immediate supervisor for the type of employee being surveyed)
3. LEARNING LOCATION (Asked of immediate supervisor for the type of employee being surveyed)

Extent that task is part of the job. Job relevancy data were provided by the question, "How significant is each task as a part of your job?" This question was answered by each employee in the occupation being surveyed by completing a rating scale for each task statement. For each task statement, the employee chose a value between zero and seven according to the following rating scale:

0 = Definitely not a part of my job position, does not apply, or is not true for this job.
1 = Under unusual circumstances may be a minor part of my job.
2
3
4 = A substantial part of my job.
5
6
7 = A most significant part of my job.

The ratings of "2" or "3" represent intermediate levels between "MINOR" and "SUBSTANTIAL" parts of the job. Similarly, the ratings of "5" and "6" represent intermediate levels between "SUBSTANTIAL" and "MOST SIGNIFICANT" parts of the job. Thus, the scale represented a series of increasingly higher levels of the extent to which a task is considered part of the job (Ammerman, 1977b, p. 34). Appendix G gives the complete instructions for answering this question.

Desired task occurrence. Job relevancy data were provided by the question, "Which of the listed tasks should be performed in your operation by employees of the type being surveyed?" This question was answered by supervisors of that type of employee. Therefore, for each task statement, the supervisors place an "X" or check mark in the column to the right of the task statement to indicate which tasks the employee should be doing as part of his/her job, even if done only once. The task statements which do not reflect part of the job were left blank (Ammerman, 1977b, p. 32).

Learning location. Job relevancy data were provided by the question, "Where should the main effort be made to learn each of the tasks of the job?" This question was answered by having the supervisors complete a learning location rating scale. For each task statement, the supervisors chose an answer from the following rating scale:

P = PRIOR to enrollment in a formal job training program (such as in grade school, at home, or in other instructional programs).

T = In a formal TRAINING program or school, before regular employment in the job.

S = On SITE (such as by job experience after employment, on-the-job training, self-training, or in local training courses after employment in the occupation).

E = Through prior employment EXPERIENCE in a related or lower entry occupation (but not experience in this position).

O = OTHER. (Please write your judgment of the proper learning location on the reverse side of the answer page, indicating the item number).

N = There is NOTHING of any real substance that new employees would need to learn about the activity.

(Ammerman & Essex, p. 18)

Appendix H gives the complete instructions for answering the desired task occurrence and learning location questions.

Step 5: Determine Needed Respondent Information

Background information. The researchers developed background information sheets for each type of employee and supervisor to be surveyed. This information was intended to identify the general characteristics of persons who answered the survey questionnaires. Specifically, the employee information requested included:

1. job title,
2. number of employees working in a department or division,
3. number of years in present job,
4. number of years in department store retailing, and
5. training location.

Appendix I presents the 16 employee background information sheets used during the task survey.

The supervisory information requested included:

1. job title,
2. number of employees working in a department or division,
3. number of years of supervising the type of employee being surveyed, and
4. number of vocational training program graduates employed last year for the occupation being surveyed.

Appendix J presents the 16 supervisory background information sheets used during the task survey.

Reaction to survey. The respondent's reaction to the task survey was assessed by developing a Comments and Suggestions Sheet. Specifically, seven questions were asked concerning the respondents reaction to the survey. A five point scale ranging from strongly agree to strongly disagree was used to indicate the respondents' feelings about each statement. In addition, space was provided for recommendations covering any improvements or corrections to the survey questionnaires (see Appendix K - An Example of a Comments and Suggestions Sheet).

Step 6: Design Task Survey Questionnaires

The cover page, introduction, instructions, background information sheets, comprehensive listing of equipment and materials, and comments and suggestions sheet developed for each occupation were compiled into two Task Inventory Questionnaires for the two groups of respondents (i.e., employee and supervisor).

Booklet for employee. The Task Inventory Questionnaire for the employee being surveyed consisted of the following sections:

1. Cover Page for the employee
2. Introduction
3. Background Information Sheet for the employee
4. Instructions to the employee for rating task statements
5. Listing of task statements with appropriate rating scales
6. Listing of Equipment and Materials
7. Comments and Suggestions Sheet

Booklet for supervisor. Information similar to that presented above was compiled; however, this information was for the supervisor of the type of employee being surveyed. It consisted of the following:

1. Cover Page for the supervisor of the employee
2. Introduction
3. Background Information Sheet for supervisor
4. Instructions for the supervisor to rate task statements
5. Listing of task statements with appropriate rating scales
6. Listing of Equipment and Materials
7. Comments and Suggestions Sheet

Human subjects clearance. Research conducted at the Ohio State University must be presented to a review committee which "assesses the role of the subject in the proposed activity and determines whether provisions have been made for the protection of the subjects' rights and welfare" ("A Digest of Human Subject Program Guidelines," The Ohio State University).

The policies of the university in regard to research, development, and related activities involving human subjects adhere to the following:

a. Participation on the part of the human subject must be voluntary and information which gained the subject's consent must be appropriate. Subjects are not obligated to participate in cases where educational experiences are encountered such as in a course of study and that appropriate alternatives will be provided in place of the experimental experience.

b. The risks must be acceptable in relation to the knowledge gained as a result of participation.

c. A qualified person must supervise the research and training activities which involve human subjects.

d. All research involving human subjects must receive prior approval of a committee. Research continuing past a year is subject to review.

A summary sheet required by the human subjects committee was completed and submitted for their review. The human subjects committee approved the proposed research (see Appendix L for human subjects approval).

Step 7: Administer Task Survey Questionnaires

Identify state contact person. The IDECC national office identified a state contact person from each of the 23 IDECC member states. Each of the state representatives was sent a letter requesting their state assistance in the administration of task questionnaires. Specifically, each IDECC state representative was asked to indicate the number of task survey booklet sets (a set included one employee and one supervisor questionnaire) their state could administer and to identify local distributive education teachers to administer the task booklet sets (see Appendix M - Letter to IDECC Representatives).

The state commitment of task booklet sets was then listed on an Occupational Survey Chart. The Occupational Survey Chart (see Figure 2) was an alphabetical list of each participating state and the number of booklet sets each state was to administer by occupation. The investigators determined the booklet sets assigned to each participating state by starting with the first state listed and checking the space beside each occupational set once until the state's commitment was reached. The assignment procedure was repeated for the next state listed on the Occupational Survey Chart by checking the space beside the next occupational booklet set at the point the previous state assignment ended. The remaining state booklet sets were assigned in a similar manner.

Code task booklets. Each task booklet was coded to assure proper records management of a) booklets assigned to states, b) completed and returned booklets, and c) reassignment of incompleted or lost booklets.

The coding was accomplished by developing a Master Coding Sheet for each occupation being surveyed. These sheets consisted of Employee and Supervisor sections with the appropriate number of columns for the assignment codes used in the occupational survey.

A five digit code was used by the researchers. The code consisted of:

Digit 1-2: Occupational code

Digit 3: Respondent
1 = Employee
2 = Supervisor

Digit 4-5: Number of task booklet

STATE	Number of Sets	Advertising Manager (01)	Assistant Buyer (02)	Asst. Credit Manager (03)	Asst. Display Manager (04)	Asst. Receiving Manager (05)	Buyer (06)	Credit Interviewer (07)	Credit Manager (08)	Dept. Manager (09)	Display Helper (10)	Display Manager (11)	Prof. Salesperson (12)	Receiving Clerk (13)	Receiving Manager (14)	Salesperson (15)	Stockperson (16)
Alabama	25	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
		✓	✓	✓	✓	✓	✓	✓	✓	✓							
California	15										✓	✓	✓	✓	✓	✓	✓
		✓	✓	✓	✓	✓	✓	✓	✓								
Florida	25	✓								✓	✓	✓	✓	✓	✓	✓	✓
		✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Georgia	25		✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
		✓	✓	✓	✓	✓	✓	✓	✓	✓	✓						
Indiana	25	✓	✓	✓								✓	✓	✓	✓	✓	✓
		✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Mississippi	25				✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
		✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓				
Missouri	25	✓	✓	✓	✓	✓								✓	✓	✓	✓
		✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
New Hampshire	20						✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
		✓	✓	✓	✓	✓	✓	✓	✓	✓							
Ohio	25	✓	✓								✓	✓	✓	✓	✓	✓	✓
		✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓

Figure 2. The Occupation Survey Chart used to assign task booklet sets.

STATE	Number of Sets	Advertising Manager (01)	Assistant Buyer (02)	Asst. Credit Manager (03)	Asst. Display Manager (04)	Asst. Receiving Manager (05)	Buyer (06)	Credit Interviewer (07)	Credit Manager (08)	Dept. Manager (09)	Display Helper (10)	Display Manager (11)	Prof. Salesperson (12)	Receiving Clerk (13)	Receiving Manager (14)	Salesperson (15)	Stockperson (16)
Oklahoma	25			✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
		✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓					
Pennsylvania	25	✓	✓	✓	✓								✓	✓	✓	✓	✓
		✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Tennessee	25					✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
		✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓			
Texas	25	✓	✓	✓	✓	✓	✓								✓	✓	✓
		✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Virginia	25							✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
		✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	
West Virginia	25	✓	✓	✓	✓	✓	✓	✓	✓								✓
		✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Wisconsin	25	✓								✓	✓	✓	✓	✓	✓	✓	✓
		✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓

Figure 2. Continued

Teacher Educators	Number of Sets	Advertising Manager (01)	Assistant Buyer (02)	Asst. Credit Manager (03)	Asst. Display Manager (04)	Asst. Receiving Manager (05)	Buyer (06)	Credit Interviewer (07)	Credit Manager (08)	Dept. Manager (09)	Display Helper (10)	Display Manager (11)	Prof. Salesperson (12)	Receiving Clerk (13)	Receiving Manager (14)	Salesperson (15)	Stockperson (16)
State Univ. College at Buffalo	10		✓	✓	✓	✓	✓	✓	✓	✓	✓	✓					
Univ. of Alabama	12	✓	✓	✓	✓	✓	✓	✓					✓	✓	✓	✓	✓
Univ. of Wyoming	8								✓	✓	✓	✓	✓	✓	✓	✓	
Univ. of Wisconsin STOUT	14	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓			✓
Memphis State University	10	✓	✓	✓	✓	✓	✓	✓							✓	✓	✓
Florida Atlantic University	10	✓							✓	✓	✓	✓	✓	✓	✓	✓	✓
Univ. of South Florida	14		✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	
Central Michigan University	7	✓	✓	✓	✓	✓	✓										✓
Univ. of Minn.	12	✓	✓					✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Temple Univ.	30			✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
		✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
E. Carolina Univ.	10	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓						

Figure 2. Continued

An example of this coding is 01230. This code represents Occupation 01 - Advertising Manager - Supervisor Booklet - number 30.

Assign coded booklet sets. The researchers completed the task booklet assignment process by cross referencing the information on the Occupation Survey Chart and Master Coding Sheet. This was accomplished by recording the appropriate booklet codes on the Master State Assignment Sheet.

The Master State Assignment Sheet consisted of the following information columns:

1. Task Booklet Codes
   a. Employee
   b. Supervisor
2. Teacher's Name
3. School Address
4. City, Zip
5. Telephone number with area code

Information for items two through five was completed by the state contact person at the time the teachers were assigned to administer the task booklets locally. The researchers recorded the information for item one on the form during the cross referencing process. The cross referencing was accomplished by starting with the first state listed on the Occupational Survey Chart and by determining from left to right the number of booklet sets (each booklet set was represented by a check mark on the Occupational Survey Chart) assigned to that state for each occupation. Once the number of booklet sets was determined, the researchers referred to the Master Coding Sheet, and assigned, in order, the booklet code for one worker and one supervisor booklet (i.e., one set of coded booklets). This process was repeated until all the necessary booklet sets had been assigned for that state. Using the blank State Assignment Sheet, the cross referencing process was repeated for each state until all coded booklet sets were assigned and recorded on Master State Assignment Sheets. This sheet served as a check-in device to assure that the proper task booklets were mailed to each state contact person as well as a follow-up guide for non-returned task questionnaires. (NOTE: The state contact person made a copy of the Master State Assignment Sheets as a record of the task booklet assignments.)

Mail task booklets. The researchers prepared a mailing for each state participating in the task survey. The mailing included:

1. Master State Assignment Sheet with
    a. "Distributive Education State Supervisor/Teacher Educator Instructions for Assigning and Distributing Task Inventory Questionnaire" (see Appendix N).
    b. A copy of "Information and Guidance to Help in the Local Administration of Task Inventory Questionnaires" (see Appendix O).
    c. A copy of "Directions for Identifying Respondents to Task Inventory Questionnaires" (see Appendix P).
2. Task Booklet Sets with
    a. "Information and Guidance to Help in the Local Administration of Task Inventory Questionnaires (see Appendix O).
    b. "Directions for Identifying Respondents to a Task Inventory Questionnaire" (see Appendix P).
    c. Stamped self-addressed envelope.

This mailing was put together by first compiling the necessary information from number one for the contact person, and, second, by systematically compiling the properly coded task booklets into sets as listed on the Master State Assignment Sheets with the accompanying directions and instructions listed in number two.

Collection of data. Completed Task Inventory Questionnaires from 30 states provided task data for the General Merchandising: Department Store occupations being studied. Table 1 presents the number of task booklets completed by states for the 16 occupations surveyed.

TABLE 1

NUMBER OF TASK INVENTORY BOOKLETS RETURNED BY STATES FOR 16 GENERAL MERCHANDISING OCCUPATIONS

STATE	*Type of Respondent*	*Total Task Booklets Completed by State*	*Advertising Manager (01)*	*Assistant Buyer (02)*	*Asst. Credit Manager (03)*	*Asst. Display Manager (04)*	*Asst. Receiving Manager (05)*	*Buyer (06)*	*Credit Interviewer (07)*	*Credit Manager (08)*	*Dept. Manager (09)*	*Display Helper (10)*	*Display Manager (11)*	*Prof. Salesperson (12)*	*Receiving Clerk (13)*	*Receiving Manager (14)*	*Salesperson (15)*	*Stockperson (16)*
Alabama	*Emp.*	39	3	3	3	2	3	2	2	4	3	2	2	2	2	2	2	2
	Sup.	36	3	3	3	2	3	2	2	3	3	2	2	2	2	1	2	1
California	*Emp.*	1	1															
	Sup.	1	1															
Florida	*Emp.*	40	2	2	2	2	3	3	1	1	1	2	3	2	3	3	6	4
	Sup.	38	2	2	2	3	3	3	1	1	0	2	2	2	3	4	5	3
Georgia	*Emp.*	28	2	2	2	1	2		1	2	1	2	3	2	2	1	3	2
	Sup.	19	1	1	2	1	2		1	1	1	2	2	2	1	1	1	0
Illinois	*Emp.*	2	1												1			
	Sup.	2	1												1			

TABLE 1 - Continued

STATE	*Type of Respondent*	*Total Task Booklets Completed by State*	*Advertising Manager (01)*	*Assistant Buyer (02)*	*Asst. Credit Manager (03)*	*Asst. Display Manager (04)*	*Asst. Receiving Manager (05)*	*Buyer (06)*	*Credit Interviewer (07)*	*Credit Manager (08)*	*Dept. Manager (09)*	*Display Helper (10)*	*Display Manager (11)*	*Prof. Salesperson (12)*	*Receiving Clerk (13)*	*Receiving Manager (14)*	*Salesperson (15)*	*Stockperson (16)*
Indiana	*Emp.*	21	1	2	2	1	3	1	2		2	2	1		1	1	1	1
	Sup.	21	1	2	2	1	3	1	2		2	2	1		1	1	1	1
Iowa	*Emp.*	1	1															
	Sup.	1	1															
Kentucky	*Emp.*	1				1												
	Sup.	1				1												
Louisiana	*Emp.*	5	1	1				1					1					1
	Sup.	5	1	1				1					1					1
Michigan	*Emp.*	8								1		1	1	1	1	1	1	1
	Sup.	8								1		1	1	1	1	1	1	1

TABLE 1 - Continued

STATE	Type of Respondent	Total Task Booklets Completed by State	Advertising Manager (01)	Assistant Buyer (02)	Asst. Credit Manager (03)	Asst. Display Manager (04)	Asst. Receiving Manager (05)	Buyer (06)	Credit Interviewer (07)	Credit Manager (08)	Dept. Manager (09)	Display Helper (10)	Display Manager (11)	Prof. Salesperson (12)	Receiving Clerk (13)	Receiving Manager (14)	Salesperson (15)	Stockperson (16)
Minnesota	Emp.	5		1		1							1		1	1		0
	Sup.	5		0		1							1		1	1		1
Mississippi	Emp.	12		1	1		1	1	1	1			2	2	1	1		
	Sup.	11		1	1		1	0	1	1			2	2	1	1		
Missouri	Emp.	15		1		1	1	1	2		1		2	2	1	1	1	1
	Sup.	12		1		1	0	1	2		1		2	1	1	1	1	0
New Hampshire	Emp.	10		1	1	1						1		1	1	1	2	1
	Sup.	6		1	0	1						0		1	0	0	2	1
New York	Emp.	1												1				0
	Sup.	2												1				1

TABLE 1 - Continued

STATE	*Type of Respondent*	*Total Task Booklets Completed by State*	*Advertising Manager (01)*	*Assistant Buyer (02)*	*Asst. Credit Manager (03)*	*Asst. Display Manager (04)*	*Asst. Receiving Manager (05)*	*Buyer (06)*	*Credit Interviewer (07)*	*Credit Manager (08)*	*Dept. Manager (09)*	*Display Helper (10)*	*Display Manager (11)*	*Prof. Salesperson (12)*	*Receiving Clerk (13)*	*Receiving Manager (14)*	*Salesperson (15)*	*Stockperson (16)*
North Carolina	*Emp.*	6						1	1	1			1		1	1		
	Sup.	5						1	1	1			0		1	1		
Ohio	*Emp.*	15	2			2	1	1	2	1	2			1		1	2	
	Sup.	14	1			2	1	1	2	1	2			1		1	2	
Oklahoma	*Emp.*	17	1	0	1	2	2	1	2	3	1	2	1		1			
	Sup.	18	1	1	1	2	2	1	2	2	1	3	1		1			
Pennsylvania	*Emp.*	29	1	3	1		2	2	3	1	3	1	1		3	3	2	3
	Sup.	16	1	3	1		2	0	0	1	2	0	0		1	1	0	4
South Carolina	*Emp.*	2															2	
	Sup.	2															2	

TABLE 1 - Continued

STATE	*Type of Respondent*	*Total Task Booklets Completed by State*	*Advertising Manager (01)*	*Assistant Buyer (02)*	*Asst. Credit Manager (03)*	*Asst. Display Manager (04)*	*Asst. Receiving Manager (05)*	*Buyer (06)*	*Credit Interviewer (07)*	*Credit Manager (08)*	*Dept. Manager (09)*	*Display Helper (10)*	*Display Manager (11)*	*Prof. Salesperson (12)*	*Receiving Clerk (13)*	*Receiving Manager (14)*	*Salesperson (15)*	*Stockperson (16)*
Tennessee	*Emp.*	27	2	2	2	1	2	3	3	2	1	2	2	1	0	1	1	2
	Sup.	21	1	2	2	1	2	1	3	2	1	2	1	0	1	1	0	1
Texas	*Emp.*	20		3	1	1		2	1	2	2	1	1	1	1		2	2
	Sup.	20		5	0	1		2	1	2	2	1	0	1	1		2	2
Virginia	*Emp.*	20		1	1		1	2	2	2	2	2	1	2	2	1		1
	Sup.	18		1	1		1	2	2	2	2	2	1	2	0	1		1
Washington D.C.	*Emp.*	1			1													
	Sup.	1			1													
West Virginia	*Emp.*	7					1					1	1	0	1	2		1
	Sup.	7					0					1	1	1	1	2		1

TABLE 1 - Continued

STATE	Type of Respondent	Total Task Booklets Completed by State	Advertising Manager (01)	Assistant Buyer (02)	Asst. Credit Manager (03)	Asst. Display Manager (04)	Asst. Receiving Manager (05)	Buyer (06)	Credit Interviewer (07)	Credit Manager (08)	Dept. Manager (09)	Display Helper (10)	Display Manager (11)	Prof. Salesperson (12)	Receiving Clerk (13)	Receiving Manager (14)	Salesperson (15)	Stockperson (16)
Wisconsin	Emp.	17	2	1	0	1		1		1	1	1	1	2		1	3	2
	Sup.	14	2	1	1	0		1		0	1	1	1	2		1	2	1
Wyoming	Emp.	7				0	1	1	1	1	1	1						1
	Sup.	6				1	0	1	1	1	1	1						0
Total Task Booklets Completed By Each State	Emp.	357	20	24	18	17	23	23	24	23	21	21	25	20	23	22	28	25
	Sup.	310	17	25	17	18	20	18	21	19	19	20	19	19	18	19	21	20

Step 8: Processing Survey Data

This study was designed to provide data which identified the relevant tasks of 16 General Merchandising: Department Store occupations. Data were analyzed to determine the universal job descriptions for each of the 16 occupations based on seven functional categories composed of tasks relevant to the occupation. In addition, data were analyzed to identify the performance levels of the relevant tasks for each occupation. Finally, relevant tasks were analyzed to determine which of the existing 983 competencies of the IDECC system were represented.

Prepare questionnaire responses for data processing. When employee and supervisor booklets were returned, the researchers reviewed the completed booklets for completeness and accuracy. After the booklets had been scanned, they were keypunched. The keypunching was done directly from the task booklets. A task booklet was keypunched in I-format as follows:

1. The IDECC number (task booklet code number) was keypunched in the first five columns starting in the left field on the card.
2. The appropriate two letter state abbreviation was typed in the 6 and 7 columns.
3. The question number was typed in the 8 and 9 columns.
4. The sequence card number was typed in column 10.
5. The remaining columns were used to record responses.

Mead, Essex and Ammerman (1977), cautions that:

> As many cards as necessary are used to accommodate ratings on all tasks for one subject, but each card must contain the same ID and question number and must be numbered sequentially in the card number field. There may be unused columns in the task

> data field for a subject's last card for a particular question (i.e., the total number of tasks is not evenly dividable by the number of tasks per card). These unused columns should be left blank. Data cards must be in the same format for all questions. (p. 13)

The valid response codes for each question were as follows:

Question 1: Extent Task is Part of Position (Employees)

0 = 0: not part of position
1 = 1: minor part
2 = 2:
3 = 3:
4 = 4: a substantial part
5 = 5:
6 = 6:
7 = 7: a most significant part

Question 2: Desired Task Occurrency (Supervisors)

1 = checked (positivie)
2 = not checked (negative)

Question 3: Learning Location (Supervisors)

1 = P: PRIOR to training program
2 = T: in a formal TRAINING program
3 = S: on SITE, after employment
4 = E: related employment EXPERIENCE
5 = O: OTHER
6 = N: there is NOTHING to learn

Process data using the Task Inventory System (TIS) program. The Task Inventory System (TIS) was used to analyze the survey data. The TIS consists of four programs which are FILEUP, SVCALE, TABLES, and LEVEL, described by Mead, Essex and Ammerman (1977) as follows:

> 1. FILEUP, reads raw data cards, scans for inconsistencies, checks for card sequencing errors, and builds a raw data tape file (MASTER).
>
> 2. SVCALE, reads the MASTER file, calculates the summary descriptive values for each task on each question and creates a summary value tape file SVFILE).

3. TABLES, reads the SVFILE and prints DATA SUMMARY TABLES.

4. LEVEL, selectes relevant tasks.

Two Task Inventory Questionnaires provided summary descriptive data for each performance task statement. The data for each performance task consisted of the following:

1. Measure of central tendency of average responses (means).
2. Measure of response dispersion (standard deviations).
3. Frequency distribution of scale value responses for extent task is part of job.
4. Percentage indicating the task is part of the occupation based on scale value responses one through seven for the extent task is part of job.
5. Percentage indicating the task is important to occupation based on scale value responses four through seven for the extent task is part of job.
6. Frequency distribution of scale value responses for learning location.
7. Percentage of supervisors indicating a preferred learning location of P, T, S, or E.
8. Percentage of supervisors indicating no task occurrence.
9. Mode of supervisor learning location responses.
10. Percentage ranges with number of tasks and task number for task occurrence.

Select performance content for job training. There was a two-stage selection process for determining which tasks warrant job training. The first stage rejected any task based on the following criteria.

1. Less than 15% of the supervisors say their employees perform the task (Desired task occurrence question).

2. A mean score of less than .75 by the employees describing how significant a part of their job is the task on a scale of 0-7 (Extent that task is part of the job question).

The second stage computed prediction coefficients for the tasks remaining from the first stage. This was calculated with (a) the extent of significance data and (b) learning location data in the following prediction equation:

$$\tilde{Y} = 1.90 + .53\ (\text{Mean significance rating}) + .05\ (\%\ \text{citing training as location})$$

This second step identified certain tasks as unimportant for training, if it has both a moderately low significant rating and a moderately low training percentage (Ammerman and Essex, 1977, p. 24).

The tasks that remain were important for some type of inclusion in the training. Next the process had a method for determining the level of task development to be accomplished in training prior to employment in that job position. Using the predicted Y values for each task, it was placed on a scale of 0 through 7 indicating the level of development for the task. This leveling is presented in Figure 3.

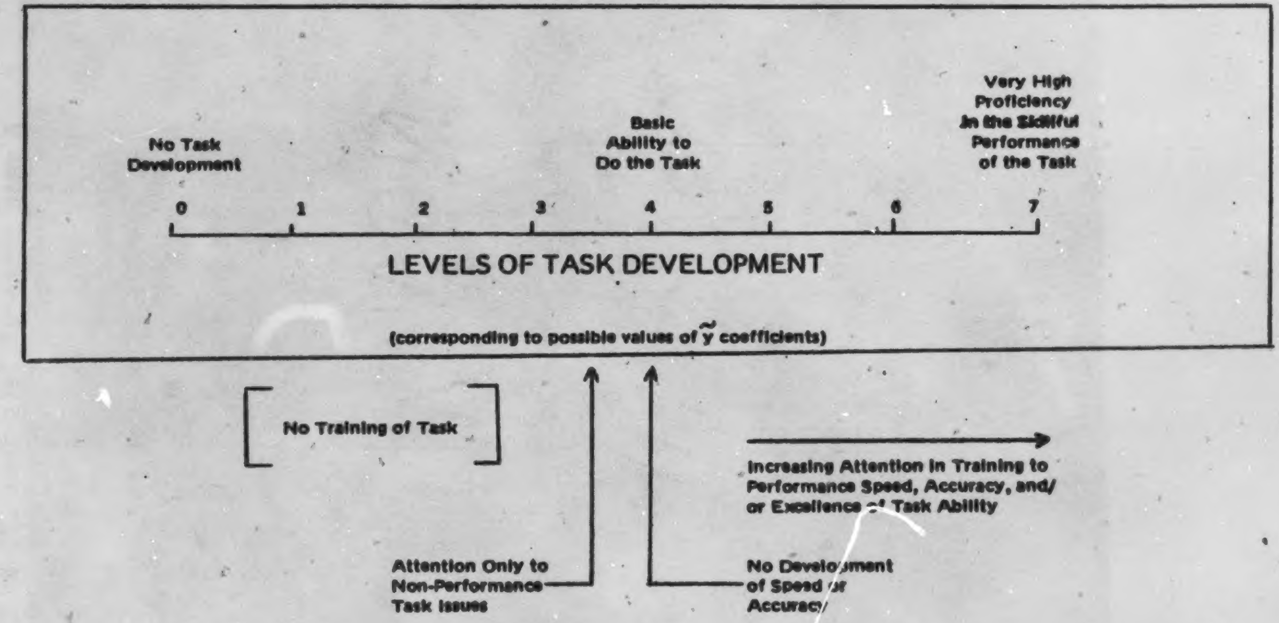
No Task Development
Basic Ability to Do the Task
Very High Proficiency in the Skillful Performance of the Task
0
1
2
3
4
5
6
7
LEVELS OF TASK DEVELOPMENT
(corresponding to possible values of $\tilde{y}$ coefficients)
No Training of Task
Increasing Attention in Training to Performance Speed, Accuracy, and/or Excellence of Task Ability
Attention Only to Non-Performance Task Issues
No Development of Speed or Accuracy

Figure 3. A scale which identifies the levels of task development.

Prepare demographic data summary. Descriptive statistics were derived by utilizing the Statistical Analysis System (Barr, Goodnight, Sall, and Helwig, 1976). Each employee and supervisor surveyed was asked to complete a background information sheet as well as a comprehensive list of equipment and materials and a reaction to the task survey. This information was analyzed to identify the general characteristics of persons who were surveyed.

Step 9: Identify Competency Statements

Definition of a competency statement. A "competency" is a particular behavioral characteristic of an attitude, skill, knowledge or understanding generally required for the successful performance of one or more tasks. The IDECC system is based upon competencies needed to perform tasks in one or more distributive occupations.

Identifying and writing statements of knowledge, understanding, skill or attitude to be learned were accomplished after the task surveys have been completed. The following operational definitions were used to guide the construction of the competency statements.

> Knowledge: the recall of specifics and universals, the recall of methods and processes and the recall of a pattern.
>
> Understanding: the power to make experience intelligible by applying concepts and theories; the comprehension of ideas and the ability to use abstractions in particular and concrete situations.
>
> Skill: A rather high level of mental ability; the ability to use one's knowledge effectively and readily in execution of performance; the ability to analyze, synthesize and evaluate. (Emphasis on mental skills, but may include psychomotor skills)

> Attitude: A mental position, a feeling or an emotion toward a fact or state; a predisposition to act in a certain way; a state of readiness that influences a person to act in a given manner. (Crawford, 1967, p. 63)

A competency may fall into one of three domains: cognitive, psychomotor, or affective. Knowledge and understanding competencies are cognitive, skill competencies are cognitive or psychomotor and attitude competencies are affective.

Components of a competency statement. A competency statement begins with a stem, a partial list of possible stems follows: Knowledge of, Understanding that, Skill in, Ability to, Attitude that, An awareness that.

The stem was followed by a statement of the behavior - the knowledge or understanding the learner should have, the attitude the learner should hold, or the skill the learner should possess.

Step 10: Evaluate Competency Statements

Cross-referencing IDECC competencies with relevant tasks. After the identification of relevant tasks for each occupation being surveyed, a cross-referencing procedure was completed to identify the existing IDECC competencies represented by the newly identified relevant tasks. Specifically, two distributive educators completed the first round cross-referencing procedure.

Verification of cross-referencing. The IDECC national and project staffs reviewed the results of the initial cross-referencing procedure. The results of this review was the identification of existing IDECC competencies represented by the newly verified tasks for 16 occupations in General Merchandising: Department Store.

CHAPTER 3

ANALYSIS AND INTERPRETATION OF THE DATA

The primary purpose of this study was to collect data which identified the relevant tasks for 16 occupations in General Merchandising: Department Store. This chapter will analyze and interpret the data collected during the investigation of the following research questions:

1. What are the performance tasks relevant to 16 General Merchandising: Department Store occupations?
2. What are the performance levels of the relevant performance tasks for the 16 General Merchandising: Department Store occupations?
3. Which of the existing 983 competencies of the IDECC system are represented by the relevant performance tasks?

Determining Task Relevance and Level of Development

Task inventory data were obtained for each of the 16 occupations surveyed from an employee and supervisor of that type of employee task questionnaire. Each task inventory questionnaire was composed of 442 performance task statements which were grouped under seven functional areas. The employee task questionnaire requested the respondents to rate the degree of importance each task had as a part of their job. Supervisors of the type of employee being surveyed were requested to check the task statement(s) which the employee should perform as part of the job. For each task statement indicating a desired task occurrence (i.e. indicated by a check mark), the supervisors were asked to complete a learning location rating scale.

Summary Descriptive Data

Employee and supervisory task inventory questionnaires for an occupation provided summary descriptive data for each of the 442 performance task statements. This data is presented in data summary tables. Specifically, three addendums were developed to present the summary descriptive data utilized to determine the task relevance and level of development. Each addendum represents the appropriate occupations within one of three employment levels. Addendums were developed as follows:

- Volume I: Entry Level
  - Credit Interviewer
  - Display Helper
  - Receiving Clerk
  - Salesperson
  - Stockperson
- Volume II: Supervisory Level
  - Assistant Buyer
  - Assistant Credit Manager
  - Display Assistant
  - Receiving Department Assistant
  - Professional Salesperson
- Volume III: Management Level
  - Advertising Manager
  - Buyer
  - Credit Manager
  - Department Manager
  - Display Manager
  - Receiving Manager

Criteria for Determining Task Relevancy and Level of Development

There is a two stage rejection process. The first stage can be based on any two of the following rules:

1. Less than 10 percent of the workers say they perform the task.
2. Less than 15 percent of the supervisors say their workers perform the tasks.
3. A mean score of less than .75 by the workers describing how significant a part of their job is the task on a scale of 0 - 7.
4. A mean score of less than .75 by the supervisors describing how significant a part of their workers job is the task on a scale of 0 - 7.

This study utilized rules 2 and 3.

The second stage determines a training level of development based on a predicted value obtained from extent of significance and learning location data. Any task with a predicted value of 3.1 or below was rejected as unimportant for training. For this study, the second stage represented rule 5 of the selection process.

Entry Level Occupations

Salesperson

Employee respondents. According to Table 2, 24 or 88.889 percent of the salesperson responding to the task questionnaire used the job title of Salesperson. The total number of years in department store

TABLE 2

SUMMARY OF EMPLOYEE JOB TITLES FOR SALESPERSON RESPONDENTS

JOB TITLES	Frequency	Cumulative Frequency	Percentage	Cumulative Percentage
Salesperson	24	24	88.889	88.889
Other	3	27	11.111	100.000

retailing ranged from 1 to 15 years (see Table 3). Similarily, work experience as a salesperson ranged from 1 to 12 years (see Table 4). The most frequently indicated Location of Training received, to qualify as a salesperson, was on the job and self learned with 85.714 percent, 24, of the respondents (see Table 5).

TABLE 3

TOTAL NUMBER OF YEARS IN DEPARTMENT STORE RETAILING FOR THE SALESPERSON RESPONDENTS

Number of Years in Department Store Retailing	Frequency	Cumulative Frequency	Percentage	Cumulative Percentage
1	4	4	16.000	16.000
2	5	9	20.000	36.000
3	7	16	28.000	64.000
4	2	18	8.000	72.000
5	2	20	8.000	80.000
6	1	21	4.000	84.000
9	2	23	8.000	92.000
12	1	24	4.000	96.000
15	1	25	4.000	100.000

TABLE 4

THE NUMBER OF YEARS OF WORK EXPERIENCE AS A SALESPERSON

Number of Years of Work Experience	Frequency	Cumulative Frequency	Percentage	Cumulative Percentage
1	6	6	22.222	22.222
2	9	15	33.333	55.556
3	4	19	14.815	70.370
4	2	21	7.407	77.778
5	3	24	11.111	88.889
9	2	26	7.407	96.296
12	1	27	3.704	100.000

TABLE 5

A SUMMARY OF LOCATIONS OF TRAINING RECEIVED TO QUALIFY AS A SALESPERSON

TRAINING LOCATION	NO Frequency	Percentage	YES Frequency	Percentage
Senior High School (Secondary)	21	75.000	7	25.000
Technical Institute or Area Vocational-Technical	23	82.143	5	17.857
Community or Junior College	27	96.429	1	3.571
Two-year Branch College	27	96.429	1	3.571
Equipment Manufacturer's Training Program	27	96.429	1	3.571
On the Job (Self Learned)	4	14.286	24	85.714
Previous Work Experience in Other Types of Jobs	17	60.714	11	39.286
Public Vocational School (Secondary)	26	92.857	2	7.143
Community Manpower Development Program	28	100.000		
Private Business, Trade or Technical School or College	26	92.857	2	7.143
Senior College or University	22	78.571	6	21.429
Employer-Sponsored Training Program	24	85.714	4	14.286
Formal Apprenticeship Program	26	92.857	2	7.143
Correspondence Courses	26	92.857	2	7.143
Other	26	92.857	2	7.143

Supervisor respondents. Table 6 indicates that 57.143 percent of the respondents were department managers. The number of years of work experience as supervisor of salespeople ranged from 1 to 25 years (see Table 7).

TABLE 6

SUMMARY OF JOB TITLES FOR SUPERVISORS OF SALESPERSON RESPONDENTS

JOB TITLES	Frequency	Cumulative Frequency	Percentage	Cumulative Percentage
Department Manager	12	12	57.143	57.143
Assistant Department Manager	1	13	4.762	61.905
Other	8	21	38.095	100.000

TABLE 7

THE NUMBER OF YEARS OF WORK EXPERIENCE AS THE SUPERVISOR OF A SALESPERSON

Number of Years of Work Experience	Frequency	Cumulative Frequency	Percentage	Cumulative Percentage
1	1	1	5.000	5.000
2	3	4	15.000	20.000
3	2	6	10.000	30.000
5	1	7	5.000	35.000
6	2	9	10.000	45.000
9	3	12	15.000	60.000
10	4	16	20.000	80.000
18	2	18	10.000	90.000
25	2	20	10.000	100.000

Task relevancy and level of development. The researchers assessed survey data by applying three rules to designate a performance task as relevant to the occupation. Table 8 presents the performance tasks, inclusion decisions, rules justifying a rejection, and predicted development level values. Examination of Table 8 revealed that 189 performance tasks are relevant to the occupation of salesperson.

TABLE 8

TASK INVENTORY DATA SUMMARY
SALESPERSON

TASK RELEVENCE AND LEVEL OF DEVELOPMENT

TASK	INCLUSION (RELEVENCE)	RULE(S) APPLYING	Y-VALUE (LEVEL)
1	REJECT	2,3,5	2.11
2	REJECT	2,3,5	2.03
3	SELECT		4.78
4	REJECT	5	2.59
5	REJECT	5	2.63
6	REJECT	5	2.97
7	REJECT	2,3,5	2.35
8	REJECT	2,3,5	1.94
9	REJECT	2,3,5	2.16
10	REJECT	2,3,5	1.90
11	REJECT	2,3,5	1.92
12	REJECT	2,3,5	2.03
13	REJECT	2,5	2.58
14	REJECT	3,5	2.31
15	REJECT	2,3,5	1.94
16	REJECT	2,3,5	1.94
17	REJECT	3,5	2.24
18	REJECT	3,5	2.16
19	REJECT	2,3,5	2.03
20	REJECT	2,3,5	2.01
21	REJECT	3,5	2.44
22	REJECT	3,5	2.46
23	REJECT	5	2.32
24	REJECT	3,5	2.23
25	REJECT	3,5	2.48
26	SELECT		4.78
27	SELECT		3.71
28	REJECT	2,3,5	1.98
29	REJECT	2,3,5	1.90
30	SELECT		3.31

TABLE 8 - Continued

TASK	INCLUSION (RELEVENCE)	RULE(S) APPLYING	Y-VALUE (LEVEL)
31	REJECT	2,3,5	2.00
32	REJECT	2,3,5	2.09
33	SELECT		4.02
34	SELECT		4.86
35	REJECT	5	2.71
36	REJECT	3,5	2.05
37	REJECT	2,3,5	2.07
38	REJECT	2,3,5	2.05
39	REJECT	3,5	2.18
40	REJECT	5	3.05
41	REJECT	2,3,5	2.16
42	REJECT	2,3,5	1.99
43	REJECT	2,3,5	1.96
44	REJECT	2,3,5	1.98
45	REJECT	2,3,5	1.90
46	SELECT		5.95
47	SELECT		4.99
48	REJECT	3,5	2.20
49	REJECT	5	2.95
50	SELECT		3.55
51	SELECT		3.99
52	REJECT	3,5	2.16
53	REJECT	5	2.82
54	REJECT	3,5	2.26
55	SELECT		3.59
56	SELECT		4.72
57	SELECT		4.35
58	SELECT		4.09
59	REJECT	5	2.39
60	SELECT		3.73
61	REJECT	5	2.56
62	REJECT	5	2.80
63	SELECT		5.42
64	SELECT		4.95
65	SELECT		3.81

TABLE 8 - Continued

TASK	INCLUSION (RELEVENCE)	RULE(S) APPLYING	Y-VALUE (LEVEL)
66	SELECT		3.99
67	SELECT		4.22
68	SELECT		3.59
69	SELECT		4.90
70	REJECT	5	2.51
71	SELECT		4.89
72	SELECT		4.98
73	SELECT		4.11
74	REJECT	3,5	2.46
75	REJECT	3,5	2.72
76	SELECT		3.43
77	REJECT	5	2.79
78	SELECT		5.05
79	REJECT	5	2.75
80	REJECT	3,5	2.27
81	SELECT		3.96
82	SELECT		4.58
83	REJECT	5	2.35
84	REJECT	5	2.57
85	SELECT		3.25
86	REJECT	5	2.98
87	SELECT		3.56
88	SELECT		3.20
89	SELECT		3.56
90	REJECT	5	2.80
91	REJECT	5	2.91
92	SELECT		3.40
93	REJECT	5	2.85
94	SELECT		3.51
95	SELECT		3.72
96	SELECT		3.41
97	SELECT		4.17
98	REJECT	5	2.63
99	SELECT		3.86
100	SELECT		3.22

TABLE 8 - Continued

TASK	INCLUSION (RELEVENCE)	RULE(S) APPLYING	Y-VALUE (LEVEL)
101	SELECT		3.46
102	REJECT	2,5	2.72
103	REJECT	5	2.52
104	SELECT		3.70
105	SELECT		3.21
106	REJECT	3,5	2.48
107	SELECT		4.46
108	SELECT		3.12
109	REJECT	5	3.08
110	REJECT	5	3.08
111	REJECT	5	3.07
112	REJECT	5	2.73
113	SELECT		3.22
114	SELECT		4.07
115	SELECT		3.53
116	REJECT	3,5	2.90
117	SELECT		3.21
118	SELECT		3.61
119	SELECT		3.96
120	SELECT		3.60
121	SELECT		4.26
122	SELECT		4.06
123	REJECT	3,5	2.55
124	REJECT	2,3,5	2.25
125	REJECT	2,3,5	2.25
126	REJECT	5	2.54
127	SELECT		3.10
128	REJECT	5	2.84
129	REJECT	3,5	2.66
130	REJECT	5	2.35
131	REJECT	5	3.04
132	REJECT	5	2.87
133	REJECT	3,5	2.50
134	REJECT	5	2.78
135	REJECT	2,3,5	2.31

TABLE 8 - Continued

TASK	INCLUSION (RELEVENCE)	RULE(S) APPLYING	Y-VALUE (LEVEL)
136	REJECT	2,5	2.55
137	REJECT	2,5	2.34
138	SELECT		4.24
139	REJECT	5	2.67
140	REJECT	2,3,5	2.18
141	REJECT	5	2.57
142	REJECT	5	3.08
143	REJECT	5	2.57
144	REJECT	3,5	2.46
145	REJECT	5	2.96
146	REJECT	2,3,5	2.40
147	REJECT	2,3,5	2.52
148	REJECT	2,3,5	2.05
149	REJECT	2,3,5	2.07
150	REJECT	2,3,5	2.11
151	REJECT	2,3,5	2.37
152	REJECT	2,3,5	2.29
153	REJECT	5	2.59
154	REJECT	2,3,5	2.14
155	REJECT	5	2.61
156	REJECT	2,3,5	2.44
157	SELECT		3.84
158	REJECT	3,5	2.45
159	REJECT	5	2.32
160	REJECT	5	2.91
161	SELECT		3.37
162	REJECT	5	2.95
163	REJECT	3,5	2.44
164	SELECT		3.36
165	SELECT		3.61
166	REJECT	5	2.69
167	REJECT	2,5	2.49
168	REJECT	5	2.72
169	REJECT	2,3,5	2.19
170	REJECT	2,3,5	2.14

TABLE 8 - Continued

TASK	INCLUSION (RELEVENCE)	RULE(S) APPLYING	Y-VALUE (LEVEL)
171	REJECT	2,3,5	2.22
172	SELECT		3.16
173	REJECT	3,5	2.50
174	REJECT	2,3,5	2.18
175	REJECT	5	2.57
176	REJECT	2,3,5	1.90
177	REJECT	3,5	1.94
178	REJECT	3,5	2.01
179	REJECT	3,5	2.60
180	REJECT	3,5	2.82
181	REJECT	3,5	2.25
182	REJECT	2,3,5	2.21
183	SELECT		3.90
184	REJECT	2,3,5	2.01
185	REJECT	3,5	1.94
186	REJECT	3,5	2.31
187	SELECT		4.57
188	REJECT	5	2.60
189	REJECT	5	2.62
190	REJECT	5	2.72
191	REJECT	3,5	2.33
192	REJECT	5	2.57
193	REJECT	2,3,5	2.27
194	REJECT	3,5	2.01
195	REJECT	3,5	1.99
196	REJECT	3,5	2.52
197	REJECT	5	2.61
198	SELECT		3.78
199	REJECT	5	2.83
200	SELECT		4.79
201	SELECT		4.01
202	SELECT		4.10
203	REJECT	3,5	2.31
204	REJECT	3,5	2.97
205	REJECT	3,5	2.35

TABLE 8 - Continued

TASK	INCLUSION (RELEVENCE)	RULE(S) APPLYING	Y-VALUE (LEVEL)
206	REJECT	3,5	2.03
207	REJECT	5	2.69
208	REJECT	2,3,5	2.01
209	REJECT	5	2.35
210	REJECT	3,5	1.99
211	SELECT		5.23
212	REJECT	3,5	2.14
213	REJECT	3,5	2.14
214	REJECT	3,5	2.70
215	REJECT	5	2.77
216	REJECT	3,5	2.33
217	REJECT	3,5	2.52
218	REJECT	5	3.06
219	REJECT	3,5	1.96
220	REJECT	5	2.93
221	REJECT	3,5	2.03
222	REJECT	2,3,5	1.94
223	REJECT	5	2.87
224	REJECT	2,3,5	1.90
225	REJECT	3,5	2.99
226	REJECT	2,3,5	2.22
227	REJECT	2,3,5	2.27
228	REJECT	3,5	2.51
229	REJECT	2,3,5	2.25
230	REJECT	2,3,5	2.19
231	REJECT	3,5	2.07
232	REJECT	3,5	2.20
233	REJECT	2,3,5	2.12
234	REJECT	2,3,5	2.13
235	REJECT	3,5	2.20
236	REJECT	2,3,5	2.11
237	REJECT	2,3,5	1.99
238	REJECT	2,3,5	2.05
239	REJECT	2,3,5	2.27
240	REJECT	2,3,5	1.92

TABLE 8 - Continued

TASK	INCLUSION (RELEVENCE)	RULE(S) APPLYING	Y-VALUE (LEVEL)
241	REJECT	2,3,5	2.24
242	REJECT	2,3,5	2.15
243	REJECT	5	2.61
244	REJECT	2,3,5	1.96
245	REJECT	2,3,5	2.01
246	REJECT	2,3,5	2.19
247	REJECT	2,3,5	2.42
248	REJECT	2,3,5	1.92
249	REJECT	3,5	2.07
250	REJECT	2,3,5	2.48
251	REJECT	3,5	2.13
252	REJECT	3,5	2.18
253	REJECT	3,5	2.37
254	SELECT		3.63
255	SELECT		3.61
256	REJECT	5	2.34
257	REJECT	2,3,5	2.15
258	REJECT	3,5	2.11
259	REJECT	5	2.67
260	REJECT	3,5	2.01
261	SELECT		3.44
262	REJECT	5	2.79
263	SELECT		3.33
264	REJECT	5	2.61
265	REJECT	5	2.88
266	REJECT	3,5	2.24
267	REJECT	5	2.39
268	REJECT	5	2.86
269	SELECT		3.96
270	REJECT	3,5	2.11
271	REJECT	3,5	2.21
272	REJECT	2,3,5	1.94
273	REJECT	5	2.58
274	SELECT		3.34
275	SELECT		3.60

TABLE 8 - Continued

TASK	INCLUSION (RELEVENCE)	RULE(S) APPLYING	Y-VALUE (LEVEL)
276	REJECT	3,5	2.60
277	REJECT	3,5	2.66
278	SELECT		3.77
279	REJECT	5	2.57
280	REJECT	3,5	2.05
281	REJECT	2,3,5	2.16
282	REJECT	2,3,5	1.99
283	REJECT	5	2.47
284	REJECT	5	2.32
285	REJECT	3,5	2.27
286	SELECT		3.35
287	REJECT	3,5	2.26
288	REJECT	3,5	2.11
289	SELECT		3.16
290	SELECT		3.67
291	SELECT		3.36
292	SELECT		4.13
293	REJECT	3,5	2.18
294	REJECT	2,3,5	1.94
295	REJECT	3,5	2.16
296	REJECT	3,5	2.05
297	REJECT	3,5	2.01
298	REJECT	3,5	2.23
299	REJECT	3,5	2.50
300	REJECT	2,5	2.49
301	REJECT	2,3,5	1.92
302	REJECT	3,5	1.90
303	REJECT	3,5	1.90
304	REJECT	3,5	1.90
305	REJECT	3,5	2.40
306	REJECT	3,5	2.19
307	REJECT	2,3,5	1.90
308	REJECT	2,3,5	2.09
309	REJECT	3,5	2.03
310	REJECT	3,5	1.98

TABLE 8 - Continued

TASK	INCLUSION (RELEVENCE)	RULE(S) APPLYING	Y-VALUE (LEVEL)
311	REJECT	3,5	2.44
312	REJECT	3,5	2.07
313	REJECT	3,5	2.86
314	REJECT	3,5	2.56
315	REJECT	3,5	1.99
316	REJECT	3,5	2.88
317	REJECT	5	3.03
318	SELECT		3.17
319	REJECT	2,3,5	1.99
320	REJECT	3,5	2.41
321	REJECT	3,5	2.43
322	SELECT		5.18
323	SELECT		4.44
324	SELECT		4.26
325	REJECT	5	2.83
326	SELECT		3.39
327	SELECT		4.65
328	SELECT		4.41
329	REJECT	3,5	2.72
330	REJECT	3,5	2.52
331	REJECT	3,5	2.74
332	REJECT	5	2.67
333	SELECT		3.43
334	SELECT		5.13
335	SELECT		5.46
336	SELECT		5.42
337	SELECT		5.44
338	SELECT		3.38
339	SELECT		4.30
340	SELECT		3.58
341	SELECT		4.70
342	SELECT		3.70
343	REJECT	5	2.73
344	SELECT		3.70
345	REJECT	3,5	2.75

TABLE 8 - Continued

TASK	INCLUSION (RELEVENCE)	RULE(S) APPLYING	Y-VALUE (LEVEL)
346	REJECT	5	2.81
347	SELECT		4.91
348	REJECT	3,5	2.60
349	SELECT		4.34
350	SELECT		5.01
351	SELECT		5.00
352	SELECT		4.07
353	SELECT		5.26
354	SELECT		4.93
355	SELECT		5.29
356	SELECT		5.72
357	SELECT		6.12
358	SELECT		4.03
359	SELECT		4.70
360	SELECT		4.78
361	REJECT	5	2.49
362	SELECT		4.26
363	SELECT		5.36
364	SELECT		4.19
365	SELECT		4.98
366	SELECT		5.80
367	SELECT		6.48
368	SELECT		5.63
369	SELECT		4.96
370	SELECT		3.96
371	SELECT		4.87
372	SELECT		4.13
373	SELECT		4.56
374	SELECT		3.59
375	SELECT		5.01
376	SELECT		4.03
377	SELECT		5.37
378	SELECT		6.44
379	SELECT		6.31
380	SELECT		6.18

TABLE 8 - Continued

TASK	INCLUSION (RELEVENCE)	RULE(S) APPLYING	Y-VALUE (LEVEL)
381	SELECT		6.34
382	SELECT		5.76
383	SELECT		4.81
384	SELECT		3.78
385	SELECT		4.47
386	SELECT		4.92
387	SELECT		4.31
388	SELECT		5.84
389	REJECT	5	2.43
390	REJECT	5	2.49
391	REJECT	3,5	2.03
392	SELECT		5.61
393	SELECT		3.91
394	SELECT		4.61
395	SELECT		5.46
396	SELECT		5.58
397	SELECT		5.03
398	SELECT		5.49
399	SELECT		5.51
400	SELECT		5.34
401	SELECT		4.84
402	SELECT		5.26
403	SELECT		5.49
404	SELECT		5.10
405	SELECT		5.95
406	SELECT		5.19
407	SELECT		4.03
408	SELECT		5.93
409	SELECT		4.50
410	SELECT		4.74
411	SELECT		3.51
412	SELECT		6.06
413	SELECT		5.28
414	SELECT		3.15
415	SELECT		5.17

TABLE 8 - Continued

TASK	INCLUSION (RELEVENCE)	RULE(S) APPLYING	Y-VALUE (LEVEL)
416	SELECT		5.30
417	SELECT		5.74
418	SELECT		3.85
419	SELECT		4.42
420	REJECT	5	2.98
421	SELECT		3.28
422	SELECT		3.60
423	SELECT		3.29
424	SELECT		3.25
425	SELECT		3.14
426	SELECT		3.47
427	SELECT		4.03
428	SELECT		4.99
429	SELECT		4.34
430	SELECT		5.06
431	SELECT		3.92
432	SELECT		5.05
433	SELECT		4.75
434	SELECT		5.78
435	SELECT		5.80
436	SELECT		5.70
437	SELECT		5.72
438	SELECT		5.64
439	SELECT		5.21
440	SELECT		4.24
441	SELECT		5.42
442	SELECT		5.05

Stockperson

Employee respondents. Table 9 shows that 91.667 percent of the stockperson respondents use the stockperson job title. The respondents range from 1 to 12 years of experience in department store retailing was reported in Table 10. The same range of 1 to 12 years of work experience as a stockperson was reported in Table 11. On-the-job or self learned was the most was the most frequent response to the location of training received to qualify as a stockperson question (see Table 12).

TABLE 9

SUMMARY OF EMPLOYEE JOB TITLES FOR STOCKPERSON RESPONDENTS

JOB TITLES	Frequency	Cumulative Frequency	Percentage	Cumulative Percentage
Stockperson	22	22	91.667	91.667
Other	2	24	8.333	100.000

TABLE 10

TOTAL NUMBER OF YEARS IN DEPARTMENT STORE RETAILING FOR THE STOCKPERSON RESPONDENTS

Number of Years in Department Store Retailing	Frequency	Cumulative Frequency	Percentage	Cumulative Percentage
1	6	6	35.294	35.294
2	3	9	17.647	52.941
3	3	12	17.647	70.588
5	1	13	5.882	76.471
6	1	14	5.882	82.353
7	1	15	5.882	88.235
10	1	16	5.882	94.118
12	1	17	5.882	100.000

TABLE 11

THE NUMBER OF YEARS OF WORK EXPERIENCE AS A STOCKPERSON

Number of Years of Work Experience	Frequency	Cumulative Frequency	Percentage	Cumulative Percentage
1	8	8	36.364	36.364
2	6	14	27.273	63.636
3	3	17	13.636	77.273
5	2	19	9.091	86.364
6	1	20	4.545	90.909
10	1	21	4.545	95.455
12	1	22	4.545	100.000

TABLE 12

A SUMMARY OF LOCATIONS OF TRAINING RECEIVED TO QUALIFY AS A STOCKPERSON

TRAINING LOCATION	NO Frequency	NO Percentage	YES Frequency	YES Percentage
Senior High School (Secondary)	17	68.000	8	32.000
Technical Institute or Area Vocational-Technical	24	96.000	1	4.000
Community or Junior College	24	96.000	1	4.000
Two-year Branch College	25	100.000		
Equipment Manufacturer's Training Program	25	100.000		
On the Job (Self Learned)	8	32.000	17	68.000
Previous Work Experience in Other Types of Jobs	20	80.000	5	20.000
Public Vocational School (Secondary)	24	96.000	1	4.000
Community Manpower Development Program	25	100.000		
Private Business, Trade or Technical School or College	24	96.000	1	4.000
Senior College or University	25	100.000		
Employer-Sponsored Training Program	21	84.000	4	16.000
Formal Apprenticeship Program	25	100.000		
Correspondence Courses	25	100.000		
Other	24	96.000	1	4.000

Supervisor respondents. As shown in Table 13, 63.158 percent of the supervisor respondents were either department managers or area heads of stock. The number of years of work experience as the supervisors of stockpeople ranged from 1 to 31 with 1 year, 5 years, and 15 years the most frequent responses.

TABLE 13

SUMMARY OF JOB TITLES FOR SUPERVISORS OF
STOCKPERSON RESPONDENTS

JOB TITLES	Frequency	Cumulative Frequency	Percentage	Cumulative Percentage
Department Manager	9	9	47.368	47.368
Area Head of Stock	3	12	15.789	63.158
Other	7	19	36.842	100.000

TABLE 14

THE NUMBER OF YEARS OF WORK EXPERIENCE AS THE SUPERVISOR OF A STOCKPERSON

Number of Years of Work Experience	Frequency	Cumulative Frequency	Percentage	Cumulative Percentage
1	3	3	15.000	15.000
2	1	4	5.000	20.000
3	1	5	5.000	25.000
4	2	7	10.000	35.000
5	3	10	15.000	50.000
6	1	11	5.000	55.000
7	1	12	5.000	60.000
10	1	13	5.000	65.000
12	1	14	5.000	70.000
15	3	17	15.000	85.000
16	1	18	5.000	90.000
21	1	19	5.000	95.000
31	1	20	5.000	100.000

Task relevancy and level of development. Table 15 presents 92 performance tasks relevant to the occupation of stockperson.

TABLE 15

TASK INVENTORY DATA SUMMARY
STOCKPERSON

TASK RELEVENCE AND LEVEL OF DEVELOPMENT

TASK	INCLUSION (RELEVENCE)	RULE(S) APPLYING	Y-VALUE (LEVEL)
1	REJECT	3,5	2.26
2	REJECT	3,5	2.15
3	SELECT		3.21
4	REJECT	5	2.35
5	REJECT	2,3,5	2.46
6	SELECT		3.13
7	REJECT	2,3,5	2.01
8	REJECT	2,3,5	1.92
9	REJECT	2,3,5	2.21
10	REJECT	2,3,5	1.94
11	REJECT	2,3,5	1.96
12	REJECT	2,3,5	2.15
13	REJECT	5	2.63
14	REJECT	5	2.59
15	REJECT	2,3,5	2.16
16	REJECT	2,3,5	2.16
17	REJECT	5	2.43
18	REJECT	3,5	2.18
19	REJECT	2,3,5	2.18
20	REJECT	2,3,5	2.18
21	REJECT	2,3,5	2.62
22	REJECT	2,3,5	2.27
23	REJECT	3,5	2.28
24	REJECT	2,3,5	2.26
25	REJECT	5	2.35
26	SELECT		3.60
27	SELECT		3.19
28	REJECT	2,3,5	2.16
29	REJECT	2,3,5	2.18
30	REJECT	5	2.79

TABLE 15 - Continued

TASK	INCLUSION (RELEVENCE)	RULE(S) APPLYING	Y-VALUE (LEVEL)
31	REJECT	2,3,5	2.16
32	REJECT	2,3,5	2.16
33	REJECT	5	2.49
34	REJECT	5	2.98
35	REJECT	3,5	2.44
36	REJECT	2,3,5	2.31
37	REJECT	2,3,5	2.16
38	REJECT	2,3,5	2.25
39	REJECT	2,3,5	2.16
40	REJECT	3,5	2.28
41	REJECT	2,3,5	2.01
42	REJECT	2,3,5	2.03
43	REJECT	2,3,5	1.98
44	REJECT	2,3,5	2.16
45	REJECT	2,3,5	2.27
46	SELECT		4.39
47	SELECT		4.02
48	REJECT	3,5	2.38
49	REJECT	3,5	2.50
50	REJECT	5	2.88
51	SELECT		3.11
52	REJECT	3,5	2.25
53	SELECT		3.48
54	SELECT		3.24
55	SELECT		3.31
56	REJECT	5	3.02
57	REJECT	5	2.76
58	REJECT	5	3.09
59	REJECT	5	2.52
60	REJECT	5	2.74
61	REJECT	5	2.87
62	REJECT	3,5	2.08
63	SELECT		3.78
64	REJECT	5	2.83
65	REJECT	5	2.87

TABLE 15 - Continued

TASK	INCLUSION (RELEVENCE)	RULE(S) APPLYING	Y-VALUE (LEVEL)
66	SELECT		3.12
67	REJECT	5	2.96
68	SELECT		3.33
69	SELECT		3.22
70	SELECT		3.15
71	SELECT		3.53
72	REJECT	5	3.08
73	SELECT		3.98
74	REJECT	3,5	2.23
75	REJECT	3,5	2.23
76	REJECT	5	3.08
77	SELECT		3.20
78	SELECT		3.19
79	REJECT	5	2.71
80	REJECT	3,5	2.09
81	SELECT		3.15
82	SELECT		3.36
83	REJECT	5	2.92
84	REJECT	5	2.59
85	REJECT	5	2.32
86	REJECT	5	2.52
87	REJECT	5	2.58
88	REJECT	5	2.69
89	REJECT	5	3.05
90	REJECT	3,5	2.48
91	REJECT	3,5	2.77
92	REJECT	5	2.59
93	SELECT		3.22
94	SELECT		3.56
95	REJECT	3,5	2.18
96	SELECT		3.31
97	REJECT	5	3.05
98	REJECT	5	2.74
99	SELECT		3.25
100	REJECT	5	2.93

TABLE 15 - Continued

TASK	INCLUSION (RELEVENCE)	RULE(S) APPLYING	Y-VALUE (LEVEL)
101	REJECT	5	3.07
102	REJECT	5	2.39
103	REJECT	5	2.99
104	REJECT	5	2.94
105	REJECT	5	2.95
106	REJECT	3,5	1.94
107	SELECT		3.59
108	REJECT	5	3.02
109	REJECT	5	2.30
110	REJECT	5	2.30
111	REJECT	5	2.37
112	REJECT	5	2.66
113	REJECT	5	2.83
114	REJECT	3,5	2.77
115	REJECT	3,5	2.79
116	REJECT	3,5	2.68
117	REJECT	5	2.67
118	REJECT	5	2.76
119	SELECT		3.30
120	SELECT		3.24
121	SELECT		4.12
122	SELECT		3.17
123	REJECT	3,5	2.38
124	REJECT	3,5	2.34
125	REJECT	3,5	2.41
126	REJECT	5	2.56
127	REJECT	3,5	2.54
128	REJECT	3,5	2.47
129	REJECT	3,5	2.38
130	REJECT	3,5	2.49
131	SELECT		3.24
132	SELECT		3.24
133	REJECT	3,5	2.78
134	REJECT	5	2.86
135	REJECT	3,5	2.19

TABLE 15 - Continued

TASK	INCLUSION (RELEVENCE)	RULE(S) APPLYING	Y-VALUE (LEVEL)
136	REJECT	3,5	2.10
137	REJECT	2,3,5	2.10
138	SELECT		3.62
139	REJECT	2,3,5	2.47
140	REJECT	3,5	2.41
141	REJECT	3,5	2.40
142	REJECT	5	2.94
143	REJECT	3,5	2.81
144	REJECT	2,3,5	2.29
145	SELECT		3.13
146	REJECT	2,3,5	2.09
147	REJECT	2,3,5	2.07
148	REJECT	2,3,5	2.27
149	REJECT	3,5	2.44
150	REJECT	3,5	2.44
151	REJECT	5	2.59
152	REJECT	2,3,5	2.31
153	REJECT	3,5	2.79
154	REJECT	2,3,5	2.16
155	REJECT	3,5	2.52
156	REJECT	5	2.89
157	SELECT		3.16
158	REJECT	2,3,5	1.90
159	REJECT	3,5	2.48
160	SELECT		3.29
161	REJECT	5	3.01
162	REJECT	5	2.45
163	REJECT	5	2.59
164	SELECT		3.19
165	SELECT		3.34
166	REJECT	2,5	2.30
167	REJECT	5	2.61
168	REJECT	3,5	2.48
169	REJECT	2,3,5	2.35
170	REJECT	2,3,5	2.33

TABLE 15 - Continued

TASK	INCLUSION (RELEVENCE)	RULE(S) APPLYING	Y-VALUE (LEVEL)
171	REJECT	2,3,5	2.38
172	REJECT	5	2.69
173	REJECT	3,5	2.18
174	REJECT	3,5	2.16
175	REJECT	2,3,5	2.16
176	REJECT	2,3,5	2.21
177	REJECT	3,5	2.18
178	REJECT	3,5	2.29
179	REJECT	3,5	2.31
180	REJECT	3,5	2.27
181	REJECT	3,5	2.23
182	REJECT	3,5	2.21
183	REJECT	5	2.65
184	REJECT	2,3,5	2.16
185	REJECT	3,5	2.47
186	REJECT	3,5	2.52
187	SELECT		4.64
188	REJECT	5	2.62
189	REJECT	5	2.60
190	SELECT		3.14
191	REJECT	2,3,5	2.29
192	REJECT	3,5	2.38
193	REJECT	3,5	2.38
194	REJECT	2,3,5	2.29
195	REJECT	2,3,5	2.27
196	REJECT	3,5	2.42
197	REJECT	5	2.59
198	REJECT	3,5	2.15
199	REJECT	2,3,5	1.96
200	SELECT		3.88
201	SELECT		4.79
202	SELECT		4.71
203	REJECT	2,3,5	1.92
204	REJECT	3,5	2.70
205	REJECT	3,5	2.45

TABLE 15 - Continued

TASK	INCLUSION (RELEVENCE)	RULE(S) APPLYING	Y-VALUE (LEVEL)
206	REJECT	3,5	2.15
207	REJECT	5	2.91
208	REJECT	3,5	1.96
209	REJECT	3,5	2.15
210	REJECT	2,3,5	1.90
211	SELECT		4.51
212	REJECT	2.3,5	2.27
213	REJECT	3,5	2.38
214	REJECT	5	2.54
215	REJECT	5	2.73
216	REJECT	3,5	2.27
217	REJECT	3,5	2.07
218	REJECT	3,5	2.29
219	REJECT	3,5	1.94
220	REJECT	5	2.89
221	REJECT	3,5	2.40
222	REJECT	2,3,5	2.38
223	REJECT	5	2.56
224	REJECT	2,3,5	2.21
225	REJECT	2,3,5	2.44
226	REJECT	5	2.37
227	REJECT	3,5	2.27
228	REJECT	2,3,5	2.03
229	REJECT	3,5	2.25
230	REJECT	2,3,5	2.16
231	REJECT	2,3,5	2.16
232	REJECT	3,5	2.01
233	REJECT	3,5	2.28
234	REJECT	3,5	2.24
235	REJECT	3,5	2.31
236	REJECT	2,3,5	2.29
237	REJECT	3,5	2.05
238	REJECT	3,5	2.27
239	REJECT	3,5	2.35
240	REJECT	2,3,5	2.25

TABLE 15 - Continued

TASK	INCLUSION (RELEVENCE)	RULE(S) APPLYING	Y-VALUE (LEVEL)
241	REJECT	2,3,5	2.29
242	REJECT	2,3,5	2.29
243	REJECT	5	2.64
244	REJECT	3,5	2.16
245	REJECT	3,5	2.24
246	REJECT	5	2.47
247	REJECT	5	2.73
248	REJECT	3,5	2.19
249	REJECT	5	2.58
250	REJECT	2,3,5	2.05
251	REJECT	3,5	2.21
252	REJECT	3,5	2.16
253	REJECT	5	2.80
254	REJECT	3,5	2.14
255	REJECT	3,5	2.19
256	REJECT	3,5	2.33
257	REJECT	3,5	2.25
258	REJECT	3,5	2.43
259	REJECT	2,3,5	1.94
260	REJECT	3,5	2.16
261	REJECT	3,5	1.96
262	REJECT	5	2.58
263	REJECT	2,3,5	2.15
264	REJECT	3,5	1.94
265	REJECT	5	2.67
266	REJECT	5	2.43
267	REJECT	2,3,5	2.07
268	REJECT	5	2.35
269	SELECT		4.56
270	REJECT	3,5	2.54
271	REJECT	3,5	2.23
272	REJECT	2,3,5	2.27
273	SELECT		4.00
274	SELECT		3.91
275	SELECT		4.10

TABLE 15 - Continued

TASK	INCLUSION (RELEVENCE)	RULE(S) APPLYING	Y-VALUE (LEVEL)
276	REJECT	2,3,5	1.98
277	REJECT	2,3,5	1.96
278	SELECT		3.49
279	REJECT	3,5	2.44
280	REJECT	2,3,5	1.94
281	REJECT	2,3,5	1.94
282	REJECT	2,3,5	1.92
283	REJECT	5	2.94
284	REJECT	5	2.36
285	REJECT	5	2.50
286	SELECT		3.44
287	REJECT	3,5	2.46
288	REJECT	2,3,5	2.16
289	SELECT		3.98
290	SELECT		3.68
291	REJECT	5	3.04
292	SELECT		4.79
293	REJECT	2,3,5	2.01
294	REJECT	2,3,5	2.28
295	REJECT	2,3,5	2.27
296	REJECT	3,5	2.29
297	REJECT	2,3,5	2.41
298	REJECT	2,3,5	2.03
299	REJECT	3,5	2.22
300	REJECT	5	2.56
301	REJECT	2,3,5	2.35
302	REJECT	3,5	2.16
303	REJECT	2,3,5	2.16
304	REJECT	2,3,5	2.16
305	REJECT	3,5	2.25
306	REJECT	2,3,5	1.90
307	REJECT	2,3,5	1.90
308	REJECT	3,5	2.38
309	REJECT	3,5	2.05
310	REJECT	2,3,5	1.96

TABLE 15 - Continued

TASK	INCLUSION (RELEVENCE)	RULE(S) APPLYING	Y-VALUE (LEVEL)
311	REJECT	3,5	2.29
312	REJECT	2,3,5	1.94
313	REJECT	3,5	2.41
314	REJECT	2,3,5	2.31
315	REJECT	3,5	1.92
316	REJECT	2,3,5	1.94
317	SELECT		4.00
318	SELECT		4.73
319	REJECT	2,3,5	2.19
320	REJECT	3,5	1.90
321	REJECT	2,3,5	1.92
322	REJECT	5	3.07
323	REJECT	5	2.51
324	REJECT	5	3.07
325	REJECT	5	2.43
326	REJECT	5	2.52
327	SELECT		3.34
328	SELECT		3.85
329	REJECT	3,5	2.19
330	REJECT	3,5	2.41
331	REJECT	2,3,5	2.44
332	REJECT	5	2.74
333	REJECT	5	2.49
334	REJECT	5	3.04
335	REJECT	5	2.88
336	SELECT		3.17
337	REJECT	5	3.04
338	REJECT	3,5	2.22
339	REJECT	5	2.65
340	REJECT	5	2.62
341	REJECT	3,5	2.20
342	REJECT	5	2.45
343	REJECT	3,5	2.23
344	REJECT	2,3,5	2.34
345	REJECT	2,3,5	2.01

TABLE 15 - Continued

TASK	INCLUSION (RELEVENCE)	RULE(S) APPLYING	Y-VALUE (LEVEL)
346	REJECT	2,3,5	2.01
347	REJECT	5	2.96
348	REJECT	3,5	2.03
349	REJECT	5	2.36
350	REJECT	5	2.35
351	REJECT	5	3.00
352	REJECT	5	2.71
353	REJECT	5	2.45
354	REJECT	5	2.69
355	SELECT		3.16
356	SELECT		3.27
357	SELECT		3.21
358	REJECT	2,3,5	1.98
359	REJECT	5	2.57
360	REJECT	5	2.74
361	REJECT	2,3,5	2.03
362	SELECT		4.55
363	SELECT		3.66
364	REJECT	3,5	2.54
365	REJECT	5	2.30
366	REJECT	5	2.91
367	SELECT		3.16
368	REJECT	5	2.93
369	REJECT	5	2.63
370	REJECT	3,5	2.11
371	SELECT		3.55
372	SELECT		3.73
373	SELECT		3.80
374	REJECT	2,5	2.72
375	REJECT	5	2.69
376	REJECT	5	2.78
377	SELECT		3.20
378	SELECT		3.44
379	SELECT		3.62
380	SELECT		3.44

TABLE 15 - Continued

TASK	INCLUSION (RELEVENCE)	RULE(S) APPLYING	Y-VALUE (LEVEL)
381	SELECT		3.35
382	SELECT		3.29
383	SELECT		3.42
384	REJECT	5	2.83
385	REJECT	5	2.74
386	REJECT	5	2.93
387	SELECT		3.18
388	SELECT		3.35
389	REJECT	2,3,5	2.08
390	REJECT	2,3,5	1.96
391	REJECT	2,3,5	1.90
392	REJECT	5	3.02
393	REJECT	5	2.83
394	SELECT		3.36
395	REJECT	5	2.77
396	REJECT	5	2.79
397	SELECT		3.57
398	SELECT		3.19
399	REJECT	5	3.04
400	SELECT		3.15
401	REJECT	5	2.96
402	SELECT		3.53
403	SELECT		3.66
404	SELECT		4.09
405	SELECT		3.50
406	SELECT		4.35
407	REJECT	5	2.66
408	SELECT		3.34
409	REJECT	5	2.58
410	REJECT	5	2.59
411	REJECT	5	2.84
412	REJECT	5	2.93
413	REJECT	5	2.49
414	REJECT	5	2.91
415	SELECT		4.16

TABLE 15 - Continued

TASK	INCLUSION (RELEVENCE)	RULE(S) APPLYING	Y-VALUE (LEVEL)
416	SELECT		4.21
417	REJECT	5	2.45
418	REJECT	5	2.51
419	SELECT		3.47
420	REJECT	5	2.41
421	REJECT	2,3,5	1.94
422	REJECT	2,3,5	2.15
423	REJECT	2,3,5	1.96
424	REJECT	3,5	1.94
425	REJECT	2,5	2.41
426	REJECT	5	2.73
427	REJECT	5	2.60
428	REJECT	5	2.43
429	REJECT	5	2.30
430	REJECT	5	2.82
431	REJECT	5	2.32
432	SELECT		3.45
433	SELECT		3.34
434	SELECT		3.72
435	REJECT	5	2.58
436	REJECT	5	2.51
437	REJECT	5	2.67
438	REJECT	5	2.37
439	REJECT	5	2.32
440	REJECT	3,5	2.22
441	REJECT	5	2.41
442	REJECT	5	2.45

Credit Interviewer/Cashier

Employee respondents. Table 16 reveals that 86.364 percent of the respondents used either credit interviewer or credit cashier as their job title. The number of years in department store retailing ranged from 0 to 27 years (see Table 17), while the number of years of work experience as a credit interviewer/cashier ranged from 1 to 45 years (see Table 18). On the job or self learned was the most frequent response (see Table 19) to the question concerning the location of training received to qualify as a credit interviewer/cashier.

TABLE 16

SUMMARY OF EMPLOYEE JOB TITLES FOR
CREDIT INTERVIEWER/CASHIER RESPONDENTS

JOB TITLE	Frequency	Cumulative Frequency	Percentage	Cumulative Percentage
Credit Interviewer	13	13	59.091	59.091
Credit Cashier	6	19	27.273	86.364
Credit Receptionist				
Other	3	22	13.636	100.000

TABLE 17

TOTAL NUMBER OF YEARS IN DEPARTMENT STORE RETAILING FOR THE CREDIT INTERVIEWER/CASHIER RESPONDENTS

Number of Years in Department Store Retailing	Frequency	Cumulative Frequency	Percentage	Cumulative Percentage
0	1	1	5.000	5.000
1	1	2	5.000	10.000
2	2	4	10.000	20.000
3	5	9	25.000	45.000
4	4	13	20.000	65.000
6	1	14	5.000	70.000
7	2	16	10.000	80.000
12	1	17	5.000	85.000
13	1	18	5.000	90.000
16	1	19	5.000	95.000
27	1	20	5.000	100.000

TABLE 18

THE NUMBER OF YEARS OF WORK EXPERIENCE AS A CREDIT INTERVIEWER/CASHIER

Number of Years of Work Experience	Frequency	Cumulative Frequency	Percentage	Cumulative Percentage
1	6	6	26.087	26.087
2	4	10	17.391	43.478
3	2	12	8.696	52.174
4	6	18	26.087	78.261
6	1	19	4.348	82.609
8	1	20	4.348	86.957
9	1	21	4.348	91.304
12	1	22	4.348	95.652
45	1	23	4.348	100.000

TABLE 19

A SUMMARY OF LOCATIONS OF TRAINING RECEIVED TO QUALIFY AS A CREDIT INTERVIEWER/CASHIER

TRAINING LOCATION	NO Frequency	NO Percentage	YES Frequency	YES Percentage
Senior High School (Secondary)	18	75.000	6	25.000
Technical Institute or Area Vocational-Technical	23	95.833	1	4.167
Community or Junior College	24	100.000		
Two-year Branch College	24	100.000		
Equipment Manufacturer's Training Program	24	100.000		
On the Job (Self Learned)	2	8.333	22	91.667
Previous Work Experience in Other Types of Jobs	22	91.667	2	8.333
Public Vocational School (Secondary)	24	100.000		
Community Manpower Development Program	24	100.000		
Private Business, Trade or Technical School or College	23	95.833	1	4.167
Senior College or University	24	100.000		
Employer-Sponsored Training Program	22	91.667	2	8.333
Formal Apprenticeship Program	23	95.833	1	4.167
Correspondence Courses	23	95.833	1	4.167
Other	23	95.833	1	4.167

Supervisor respondents. Table 20 indicates that 77.778 percent of the respondents were either credit managers, authorizers or assistant credit managers. The supervisor respondents work experience ranged from 1 to 45 years as shown in Table 21.

TABLE 20

SUMMARY OF JOB TITLES FOR SUPERVISORS OF CREDIT INTERVIEWER/CASHIER RESPONDENTS

JOB TITLE	Frequency	Cumulative Frequency	Percentage	Cumulative Percentage
Credit Manager	10	10	55.556	55.556
Credit Authorizer	1	11	5.556	61.111
Assistant Credit Manager	3	14	16.667	77.778
Other	4	18	22.222	100.000

TABLE 21

THE NUMBER OF YEARS OF WORK EXPERIENCE AS THE SUPERVISOR OF A CREDIT INTERVIEWER/CASHIER

Number of Years of Work Experience	Frequency	Cumulative Frequency	Percentage	Cumulative Percentage
1	1	1	5.556	5.556
2	2	3	11.111	16.667
3	1	4	5.556	22.222
4	3	7	16.667	38.889
5	1	8	5.556	44.444
6	3	11	16.667	61.111
7	1	12	5.556	66.667
9	1	13	5.556	72.222
14	1	14	5.556	77.778
15	1	15	5.556	83.333
17	1	16	5.556	88.889
25	1	17	5.556	94.444
45	1	18	5.556	100.000

Task relevancy and level of development. There are 56 performance tasks as shown in Table 22 relevant to the occupation of credit interviewer/cashier.

TABLE 22

TASK INVENTORY DATA SUMMARY
CREDIT INTERVIEWER

TASK RELEVENCE AND LEVEL OF DEVELOPMENT

TASK	INCLUSION (RELEVENCE)	RULE(S) APPLYING	Y-VALUE (LEVEL)
1	REJECT	2,3,5	1.99
2	REJECT	2,3,5	1.97
3	REJECT	5	2.69
4	REJECT	2,3,5	2.03
5	REJECT	2,3,5	2.21
6	REJECT	2,3,5	2.16
7	REJECT	2,3,5	2.05
8	REJECT	2,3,5	1.97
9	REJECT	2,3,5	1.90
10	REJECT	2,3,5	1.90
11	REJECT	2,3,5	1.90
12	REJECT	2,3,5	2.20
13	REJECT	2,3,5	1.97
14	REJECT	3,5	2.01
15	REJECT	2,3,5	1.94
16	REJECT	2,3,5	1.90
17	REJECT	2,3,5	2.18
18	REJECT	2,3,5	1.90
19	REJECT	2,3,5	2.18
20	REJECT	2,3,5	1.90
21	REJECT	2,3,5	1.94
22	REJECT	2,3,5	1.94
23	REJECT	2,3,5	1.90
24	REJECT	2,3,5	1.90
25	REJECT	2,3,5	1.99
26	REJECT	5	3.05
27	REJECT	3,5	2.14
28	REJECT	2,3,5	1.94
29	REJECT	2,3,5	1.94
30	REJECT	3,5	2.20

TABLE 22 - Continued

TASK	INCLUSION (RELEVENCE)	RULE(S) APPLYING	Y-VALUE (LEVEL)
31	REJECT	2,3,5	2.23
32	REJECT	2,3,5	2.20
33	REJECT	2,3,5	2.23
34	REJECT	5	2.54
35	REJECT	2,3,5	2.05
36	REJECT	2,3,5	1.90
37	REJECT	2,3,5	2.16
38	REJECT	2,3,5	2.16
39	REJECT	2,3,5	1.94
40	REJECT	2,3,5	1.92
41	REJECT	2,3,5	1.90
42	REJECT	2,3,5	1.90
43	REJECT	2,3,5	1.90
44	REJECT	2,3,5	1.92
45	REJECT	2,3,5	1.90
46	SELECT		3.55
47	SELECT		3.78
48	REJECT	3,5	2.18
49	REJECT	5	2.60
50	REJECT	5	2.50
51	REJECT	5	3.09
52	REJECT	2,3,5	1.94
53	REJECT	5	2.58
54	REJECT	3,5	2.47
55	REJECT	5	2.80
56	REJECT	2,3,5	2.13
57	SELECT		4.01
58	REJECT	5	2.74
59	REJECT	2,3,5	2.05
60	REJECT	5	2.65
61	REJECT	5	2.52
62	SELECT		4.77
63	SELECT		4.26
64	SELECT		3.77
65	SELECT		3.29

TABLE 22 - Continued

TASK	INCLUSION (RELEVENCE)	RULE(S) APPLYING	Y-VALUE (LEVEL)
66	SELECT	2,3,5	3.36
67	REJECT	2,3,5	2.90
68	REJECT	2,3,5	2.71
69	REJECT	5	3.04
70	REJECT	2,3,5	2.73
71	REJECT	2,3,5	2.70
72	SELECT	2,3,5	3.38
73	SELECT	2,3,5	3.66
74	REJECT	2,3,5	2.08
75	SELECT	2,3,5	3.37
76	REJECT	2,3,5	2.67
77	REJECT	2,3,5	1.90
78	REJECT	2,3,5	2.89
79	REJECT	2,3,5	2.29
80	REJECT	2,3,5	2.14
81	REJECT	2,3,5	1.94
82	REJECT	2,5	2.34
83	REJECT	2,3,5	1.98
84	REJECT	2,3,5	1.90
85	REJECT	2,5	2.50
86	REJECT	2,3,5	1.90
87	REJECT	2,3,5	1.99
88	REJECT	2,3,5	2.20
89	REJECT	2,3,5	1.97
90	REJECT	2,3,5	2.10
91	REJECT	2,3,5	1.90
92	REJECT	2,3,5	2.16
93	REJECT	2,3,5	1.90
94	REJECT	2,3,5	1.90
95	REJECT	2,3,5	1.90
96	REJECT	2,3,5	2.19
97	REJECT	2,3,5	1.90
98	REJECT	2,3,5	1.90
99	REJECT	2,3,5	1.97
100	REJECT	2,3,5	2.01

TABLE 22 - Continued

TASK	INCLUSION (RELEVENCE)	RULE(S) APPLYING	Y-VALUE (LEVEL)
101	REJECT	2,3,5	2.14
102	REJECT	2,3,5	1.90
103	REJECT	2,3,5	1.90
104	REJECT	2,3,5	1.94
105	REJECT	2,3,5	1.94
106	REJECT	2,3,5	1.90
107	REJECT	2,3,5	1.97
108	REJECT	3,5	2.03
109	REJECT	2,3,5	1.92
110	REJECT	2,3,5	1.90
111	REJECT	2,3,5	1.94
112	REJECT	2,3,5	1.94
113	REJECT	2,3,5	1.94
114	REJECT	2,3,5	2.14
115	REJECT	2,3,5	2.14
116	REJECT	2,3,5	2.14
117	REJECT	2,3,5	2.18
118	REJECT	2,3,5	2.16
119	REJECT	2,3,5	2.14
120	REJECT	2,3,5	2.18
121	REJECT	2,3,5	2.16
122	REJECT	2,3,5	1.90
123	REJECT	2,3,5	2.16
124	REJECT	2,3,5	1.92
125	REJECT	2,3,5	1.90
126	REJECT	2,5	2.39
127	REJECT	2,3,5	2.18
128	REJECT	2,3,5	2.25
129	REJECT	2,3,5	1.92
130	REJECT	2,3,5	2.12
131	REJECT	2,3,5	2.51
132	REJECT	2,3,5	2.25
133	REJECT	2,3,5	2.01
134	REJECT	2,5	2.60
135	REJECT	3,5	2.49

TABLE 22 - Continued

TASK	INCLUSION (RELEVENCE)	RULE(S) APPLYING	Y-VALUE (LEVEL)
136	REJECT	2,3,5	2.18
137	REJECT	2,3,5	2.18
138	REJECT	2,3,5	2.23
139	REJECT	2,3,5	2.45
140	REJECT	2,3,5	1.90
141	REJECT	2,3,5	2.14
142	REJECT	2,3,5	1.90
143	REJECT	2,3,5	2.18
144	REJECT	2,3,5	1.90
145	REJECT	2,3,5	2.03
146	REJECT	2,3,5	1.97
147	REJECT	2,3,5	2.18
148	REJECT	2,3,5	2.18
149	REJECT	2,3,5	2.18
150	REJECT	2,3,5	1.94
151	REJECT	2,3,5	1.97
152	REJECT	2,3,5	2.18
153	REJECT	2,3,5	2.18
154	REJECT	2,3,5	2.14
155	REJECT	2,3,5	2.16
156	REJECT	2,3,5	1.97
157	REJECT	2,5	2.54
158	REJECT	2,3,5	2.14
159	REJECT	2,3,5	1.90
160	REJECT	2,3,5	2.23
161	REJECT	2,3,5	2.23
162	REJECT	2,3,5	2.23
163	REJECT	2,3,5	2.12
164	REJECT	2,3,5	2.01
165	REJECT	2,3,5	2.23
166	REJECT	2,3,5	1.92
167	REJECT	2,3,5	2.05
168	REJECT	2,3,5	2.08
169	REJECT	2,3,5	1.92
170	REJECT	2,3,5	2.16

TABLE 22 - Continued

TASK	INCLUSION (RELEVENCE)	RULE(S) APPLYING	Y-VALUE (LEVEL)
171	REJECT	2,3,5	2.40
172	REJECT	5	2.30
173	REJECT	2,5	2.36
174	REJECT	2,3,5	1.99
175	SELECT		3.73
176	SELECT		3.29
177	REJECT	3,5	2.25
178	REJECT	3,5	2.26
179	REJECT	2,3,5	2.11
180	REJECT	2,3,5	2.06
181	REJECT	2,3,5	2.15
182	REJECT	2,3,5	2.20
183	SELECT		4.08
184	SELECT		3.44
185	REJECT	3,5	2.31
186	REJECT	3,5	2.61
187	REJECT	2,3,5	2.23
188	REJECT	5	2.32
189	REJECT	5	2.30
190	REJECT	3,5	1.99
191	REJECT	2,3,5	2.01
192	REJECT	2,3,5	2.16
193	REJECT	2,3,5	2.03
194	REJECT	2,3,5	2.03
195	REJECT	2,3,5	2.18
196	REJECT	2,3,5	2.16
197	REJECT	2,3,5	2.16
198	SELECT		3.64
199	SELECT		4.88
200	REJECT	2,5	2.65
201	REJECT	2,5	2.39
202	REJECT	5	2.39
203	SELECT		4.45
204	REJECT	2,3,5	2.29
205	REJECT	2,3,5	1.97

TABLE 22 - Continued

TASK	INCLUSION (RELEVENCE)	RULE(S) APPLYING	Y-VALUE (LEVEL)
206	REJECT	3,5	2.34
207	REJECT	3,5	2.45
208	SELECT		3.66
209	REJECT	3,5	2.23
210	SELECT		3.88
211	REJECT	5	2.31
212	REJECT	5	2.71
213	REJECT	2,3,5	2.31
214	REJECT	5	2.60
215	REJECT	5	2.73
216	SELECT		3.11
217	REJECT	2,3,5	2.19
218	REJECT	2,3,5	2.03
219	REJECT	2,3,5	1.97
220	REJECT	2,3,5	2.20
221	REJECT	2,3,5	2.23
222	REJECT	2,3,5	2.46
223	REJECT	5	2.36
224	REJECT	2,3,5	2.01
225	REJECT	2,3,5	2.03
226	REJECT	2,3,5	1.97
227	REJECT	3,5	2.10
228	REJECT	2,3,5	2.03
229	REJECT	2,3,5	2.27
230	REJECT	3,5	2.77
231	REJECT	2,3,5	2.23
232	REJECT	2,3,5	1.97
233	REJECT	2,3,5	1.90
234	REJECT	2,3,5	1.90
235	REJECT	2,3,5	1.97
236	REJECT	2,3,5	2.01
237	REJECT	2,3,5	2.03
238	REJECT	2,3,5	2.20
239	REJECT	2,3,5	2.20
240	REJECT	2,3,5	2.18

TABLE 22 - Continued

TASK	INCLUSION (RELEVENCE)	RULE(S) APPLYING	Y-VALUE (LEVEL)
241	REJECT	2,3,5	1.94
242	REJECT	2,3,5	1.94
243	REJECT	2,3,5	2.19
244	REJECT	3,5	2.71
245	REJECT	2,3,5	2.20
246	REJECT	2,3,5	2.34
247	REJECT	2,3,5	1.97
248	REJECT	2,3,5	1.97
249	REJECT	2,3,5	2.01
250	REJECT	2,3,5	2.05
251	REJECT	3,5	2.34
252	REJECT	3,5	2.10
253	REJECT	2,3,5	2.01
254	SELECT		5.38
255	SELECT		5.60
256	REJECT	3,5	2.25
257	REJECT	2,3,5	2.25
258	REJECT	2,3,5	2.28
259	SELECT		3.68
260	REJECT	3,5	2.51
261	SELECT		5.05
262	REJECT	3,5	2.08
263	REJECT	5	2.65
264	SELECT		3.48
265	REJECT	3,5	2.34
266	REJECT	3,5	2.10
267	SELECT		3.55
268	SELECT		4.12
269	REJECT	2,3,5	2.28
270	REJECT	3,5	2.53
271	REJECT	3,5	2.81
272	SELECT		3.44
273	REJECT	2,3,5	2.14
274	REJECT	3,5	2.23
275	REJECT	2,5	2.32

TABLE 22 - Continued

TASK	INCLUSION (RELEVENCE)	RULE(S) APPLYING	Y-VALUE (LEVEL)
276	SELECT		4.15
277	SELECT		4.43
278	SELECT		3.40
279	REJECT	3,5	2.60
280	REJECT	2,3,5	2.16
281	REJECT	2,3,5	2.20
282	REJECT	2,5	2.84
283	REJECT	2,3,5	2.16
284	REJECT	2,3,5	1.90
285	REJECT	2,3,5	1.90
286	REJECT	2,3,5	1.90
287	REJECT	3,5	2.10
288	SELECT		3.79
289	REJECT	2,3,5	2.01
290	REJECT	2,3,5	1.99
291	REJECT	2,3,5	1.97
292	REJECT	2,3,5	2.45
293	SELECT		3.57
294	REJECT	2,3,5	1.90
295	REJECT	2,3,5	1.90
296	REJECT	3,5	2.05
297	REJECT	2,3,5	2.03
298	REJECT	2,3,5	1.90
299	REJECT	2,3,5	2.12
300	REJECT	2,3,5	1.99
301	REJECT	2,3,5	2.18
302	REJECT	2,3,5	2.16
303	REJECT	2,3,5	2.14
304	REJECT	2,3,5	2.21
305	REJECT	2,3,5	2.16
306	REJECT	5	2.38
307	SELECT		3.51
308	REJECT	5	2.67
309	REJECT	2,3,5	2.23
310	REJECT	2,3,5	2.14

TABLE 22 - Continued

TASK	INCLUSION (RELEVENCE)	RULE(S) APPLYING	Y-VALUE (LEVEL)
311	REJECT	2,3,5	1.92
312	REJECT	2,3,5	1.90
313	REJECT	3,5	2.48
314	SELECT		3.51
315	REJECT	2,3,5	1.92
316	SELECT		3.83
317	REJECT	2,3,5	1.92
318	REJECT	2,3,5	2.26
319	REJECT	5	2.81
320	REJECT	2,3,5	1.95
321	REJECT	5	2.50
322	REJECT	2,5	2.62
323	REJECT	2,3,5	2.36
324	REJECT	2,3,5	2.23
325	REJECT	2,3,5	1.90
326	REJECT	2,3,5	2.21
327	REJECT	2,5	2.45
328	REJECT	2,3,5	2.11
329	REJECT	2,3,5	1.90
330	REJECT	2,3,5	2.05
331	REJECT	2,3,5	1.90
332	REJECT	2,3,5	1.94
333	REJECT	2,3,5	1.97
334	REJECT	2,3,5	2.12
335	REJECT	2,3,5	2.12
336	REJECT	2,3,5	2.10
337	REJECT	5	2.84
338	REJECT	2,3,5	2.15
339	REJECT	2,3,5	1.97
340	REJECT	2,3,5	2.08
341	REJECT	2,3,5	1.99
342	REJECT	3,5	2.37
343	REJECT	2,3,5	2.21
344	REJECT	2,3,5	1.92
345	REJECT	2,3,5	2.25

TABLE 22 - Continued

TASK	INCLUSION (RELEVENCE)	RULE(S) APPLYING	Y-VALUE (LEVEL)
346	REJECT	2,3,5	2.51
347	REJECT	2,3,5	2.32
348	REJECT	2,3,5	1.97
349	REJECT	2,3,5	2.18
350	REJECT	2,3,5	2.02
351	REJECT	2,3,5	1.99
352	REJECT	3,5	2.25
353	REJECT	2,3,5	2.19
354	REJECT	5	2.58
355	REJECT	2,3,5	2.47
356	REJECT	5	2.60
357	REJECT	3,5	2.11
358	SELECT		4.05
359	SELECT		3.99
360	REJECT	5	2.65
361	REJECT	2,3,5	2.16
362	REJECT	2,3,5	2.05
363	REJECT	2,5	2.34
364	SELECT		3.78
365	REJECT	5	2.86
366	SELECT		3.31
367	SELECT		3.13
368	REJECT	5	3.02
369	REJECT	5	3.05
370	REJECT	2,3,5	1.90
371	REJECT	2,3,5	2.25
372	REJECT	2,3,5	2.08
373	REJECT	2,5	2.34
374	REJECT	2,3,5	2.13
375	SELECT		3.84
376	REJECT	2,3,5	1.97
377	REJECT	2,3,5	2.11
378	REJECT	2,3,5	2.08
379	REJECT	2,3,5	2.02
380	REJECT	2,3,5	2.25

TABLE 22 - Continued

TASK	INCLUSION (RELEVENCE)	RULE(S) APPLYING	Y-VALUE (LEVEL)
381	REJECT	2,3,5	2.25
382	REJECT	5	2.89
383	REJECT	5	3.06
384	REJECT	2,3,5	2.39
385	REJECT	2,3,5	2.18
386	REJECT	2,3,5	2.23
387	REJECT	2,3,5	2.23
388	REJECT	2,3,5	2.08
389	REJECT	2,3,5	2.14
390	REJECT	2,3,5	2.18
391	REJECT	2,3,5	2.18
392	REJECT	5	2.50
393	REJECT	5	2.94
394	REJECT	2,3,5	2.23
395	REJECT	2,3,5	2.01
396	REJECT	2,3,5	2.01
397	REJECT	2,5	2.30
398	REJECT	2,3,5	2.16
399	REJECT	2,3,5	2.25
400	SELECT		3.34
401	REJECT	2,5	2.41
402	REJECT	2,5	2.30
403	REJECT	5	2.50
404	REJECT	2,3,5	2.49
405	SELECT		4.16
406	REJECT	2,3,5	2.28
407	REJECT	2,3,5	2.12
408	REJECT	2,5	2.48
409	REJECT	2,3,5	1.95
410	SELECT		4.29
411	REJECT	2,3,5	2.29
412	SELECT		3.34
413	SELECT		3.31
414	REJECT	2,3,5	2.25
415	REJECT	2,3,5	2.18

TABLE 22 - Continued

TASK	INCLUSION (RELEVENCE)	RULE(S) APPLYING	Y-VALUE (LEVEL)
416	REJECT	2,5	2.31
417	SELECT		3.71
418	REJECT	2,3,5	2.48
419	REJECT	2,3,5	2.20
420	REJECT	2,3,5	2.08
421	SELECT		4.43
422	REJECT	5	2.74
423	SELECT		3.42
424	REJECT	2,3,5	2.41
425	REJECT	2,3,5	2.16
426	REJECT	2,3,5	1.97
427	REJECT	2,3,5	2.05
428	REJECT	2,3,5	2.05
429	REJECT	2,3,5	2.12
430	REJECT	2,3,5	1.94
431	REJECT	2,3,5	2.03
432	REJECT	2,3,5	2.16
433	REJECT	5	2.43
434	SELECT		3.24
435	SELECT		4.03
436	SELECT		3.16
437	SELECT		3.86
438	REJECT	5	2.67
439	REJECT	5	3.07
440	REJECT	5	3.06
441	SELECT		3.39
442	REJECT	5	2.54

Display Helper

Employee respondents. Table 23 indicates that 57.143 percent of the employee respondents use the job title of display helper. The number of years in department store retailing ranged from 1 to 60 years (see Table 24) whereas the number of years of work experience as a display helper ranged from 0 to 20 years (see Table 25). The most frequent response to the location of training received to qualify as a display helper was on the job (self learned) as indicated in Table 26.

TABLE 23

SUMMARY OF EMPLOYEE JOB TITLES FOR DISPLAY HELPER RESPONDENTS

JOB TITLE	Frequency	Cumulative Frequency	Percentage	Cumulative Percentage
Display Helper	12	12	57.143	57.143
Display Trimmer	4	16	19.048	76.190
Sign Printer	2	18	9.524	85.714
Other	3	21	14.286	100.000

TABLE 24

TOTAL NUMBER OF YEARS IN DEPARTMENT STORE RETAILING FOR THE DISPLAY HELPER RESPONDENTS

Number of Years in Department Store Retailing	Frequency	Cumulative Frequency	Percentage	Cumulative Percentage
1	4	4	20.000	20.000
2	1	5	5.000	25.000
3	2	7	10.000	35.000
4	5	12	25.000	60.000
5	1	13	5.000	65.000
6	1	14	5.000	70.000
7	1	15	5.000	75.000
8	1	16	5.000	80.000
9	1	17	5.000	85.000
15	1	18	5.000	90.000
20	1	19	5.000	95.000
60	1	20	5.000	100.000

TABLE 25

THE NUMBER OF YEARS OF WORK EXPERIENCE AS A DISPLAY HELPER

Number of Years of Work Experience	Frequency	Cumulative Frequency	Percentage	Cumulative Percentage
0	1	1	4.762	4.762
1	5	6	23.810	28.571
2	6	12	28.571	57.143
3	2	14	9.524	66.667
4	3	17	14.286	80.952
5	1	18	4.762	85.714
6	2	20	9.524	95.238
20	1	21	4.762	100.000

TABLE 26

A SUMMARY OF LOCATIONS OF TRAINING RECEIVED TO QUALIFY AS A DISPLAY HELPER

TRAINING LOCATION	NO Frequency	Percentage	YES Frequency	Percentage
Senior High School (Secondary)	17	80.952	4	19.048
Technical Institute or Area Vocational-Technical	20	95.238	1	4.762
Community or Junior College	21	100.000		
Two-year Branch College	21	100.000		
Equipment Manufacturer's Training Program	21	100.000		
On the Job (Self Learned)	3	14.286	21	85.714
Previous Work Experience in Other Types of Jobs	14	66.667	7	33.333
Public Vocational School (Secondary)	20	95.238	1	4.762
Community Manpower Development Program	21	100.000		
Private Business, Trade or Technical School or College	21	100.000		
Senior College or University	20	95.238	1	4.762
Employer-Sponsored Training Program	21	100.000		
Formal Apprenticeship Program	21	100.000		
Correspondence Courses	21	100.000		
Other	20	95.238	1	4.762

Supervisor respondents. Examination of Table 27 revealed that the respondent job title breakdown was 30 percent display managers, 50 percent display supervisors, and 10 percent assistant display managers. The number of years of work experience as the supervisor of display helpers ranged from 1 to 25 years (see Table 28).

TABLE 27

SUMMARY OF JOB TITLES FOR SUPERVISORS OF DISPLAY HELPER RESPONDENTS

JOB TITLE	Frequency	Cumulative Frequency	Percentage	Cumulative Percentage
Display Manager	6	6	30.000	30.000
Display Supervisor	10	16	50.000	80.000
Assistant Display Manager	2	18	10.000	90.000
Other	2	20	10.000	100.000

TABLE 28

THE NUMBER OF YEARS OF WORK EXPERIENCE AS THE SUPERVISOR OF A DISPLAY HELPER

Number of Years of Work Experience	Frequency	Cumulative Frequency	Percentage	Cumulative Percentage
1	1	1	5.000	5.000
2	3	4	15.000	20.000
3	1	5	5.000	25.000
4	1	6	5.000	30.000
6	2	8	10.000	40.000
7	1	9	5.000	45.000
8	2	11	10.000	55.000
10	1	12	5.000	60.000
11	1	13	5.000	65.000
12	2	15	10.000	75.000
14	1	16	5.000	80.000
15	2	18	10.000	90.000
20	1	19	5.000	95.000
25	1	20	5.000	100.000

Task relevancy and level of development. Table 29 shows that 93 performance tasks were relevant to the occupation of display helper.

TABLE 29

TASK INVENTORY DATA SUMMARY
DISPLAY HELPER

TASK RELEVENCE AND LEVEL OF DEVELOPMENT

TASK	INCLUSION (RELEVENCE)	RULE(S) APPLYING	Y-VALUE (LEVEL)
1	SELECT	3	3.22
2	REJECT	3,5	2.51
3	SELECT		3.26
4	REJECT	5	3.06
5	REJECT	5	2.55
6	SELECT		4.20
7	REJECT	3,5	2.59
8	REJECT	3,5	2.73
9	REJECT	3,5	3.03
10	REJECT	2,3,5	2.51
11	REJECT	3,5	2.78
12	REJECT	2,3,5	2.06
13	REJECT	3,5	2.49
14	REJECT	5	2.71
15	SELECT		3.39
16	SELECT		3.55
17	REJECT	5	2.89
18	REJECT	3,5	2.36
19	REJECT	3,5	2.26
20	REJECT	3,5	2.76
21	REJECT	3,5	2.53
22	REJECT	3,5	2.69
23	REJECT	3,5	2.39
24	REJECT	3,5	2.14
25	REJECT	5	2.88
26	SELECT		3.55
27	SELECT		3.54
28	REJECT	3,5	2.23
29	REJECT	3,5	2.23
30	REJECT	5	2.76

TABLE 29 - Continued

TASK	INCLUSION (RELEVENCE)	RULE(S) APPLYING	Y-VALUE (LEVEL)
31	REJECT	3,5	2.31
32	REJECT	3,5	2.84
33	REJECT	5	2.57
34	SELECT		4.48
35	SELECT		3.43
36	REJECT	3,5	2.86
37	REJECT	3,5	2.78
38	REJECT	3,5	2.97
39	REJECT	3,5	2.72
40	REJECT	3,5	2.24
41	REJECT	3,5	3.09
42	REJECT	3,5	2.99
43	REJECT	3,5	2.97
44	SELECT	3	3.19
45	REJECT	3,5	2.85
46	SELECT		4.11
47	SELECT		3.71
48	REJECT	3,5	2.23
49	REJECT	3,5	2.89
50	REJECT	5	2.98
51	SELECT		3.51
52	REJECT	3,5	2.83
53	SELECT	3	3.23
54	SELECT	3	3.10
55	SELECT		3.33
56	SELECT		4.13
57	REJECT	5	2.86
58	REJECT	5	2.76
59	REJECT	3,5	2.43
60	REJECT	5	2.96
61	REJECT	3,5	2.73
62	REJECT	3,5	2.50
63	SELECT		3.94
64	SELECT		4.16
65	SELECT		3.33

TABLE 29 - Continued

TASK	INCLUSION (RELEVENCE)	RULE(S) APPLYING	Y-VALUE (LEVEL)
66	SELECT		3.94
67	SELECT		4.11
68	SELECT		3.58
69	SELECT		4.04
70	REJECT	3,5	2.33
71	SELECT		3.63
72	REJECT	5	2.88
73	SELECT		3.36
74	REJECT	3,5	2.98
75	SELECT	3	3.48
76	SELECT		4.53
77	SELECT		7.77
78	SELECT		5.47
79	SELECT		5.94
80	SELECT		4.16
81	SELECT		6.53
82	SELECT		7.20
83	SELECT		6.36
84	SELECT		7.80
85	SELECT		6.17
86	SELECT		6.60
87	SELECT		7.39
88	SELECT		7.98
89	SELECT		7.52
90	SELECT		5.62
91	SELECT		7.48
92	SELECT		6.07
93	SELECT		6.48
94	SELECT		6.78
95	SELECT		8.41
96	SELECT		7.38
97	SELECT		7.08
98	SELECT		5.72
99	SELECT		6.98
100	SELECT		6.95

TABLE 29 - Continued

TASK	INCLUSION (RELEVENCE)	RULE(S) APPLYING	Y-VALUE (LEVEL)
101	SELECT		5.80
102	SELECT		6.58
103	SELECT		5.73
104	SELECT		5.70
105	SELECT		5.80
106	SELECT		5.10
107	SELECT		6.61
108	SELECT		5.24
109	SELECT		5.42
110	SELECT		5.57
111	SELECT		6.45
112	SELECT		6.63
113	SELECT		6.56
114	SELECT		7.85
115	SELECT		6.13
116	SELECT		7.40
117	SELECT		5.52
118	SELECT		5.90
119	SELECT		7.55
120	SELECT		7.32
121	SELECT		8.68
122	SELECT		6.60
123	SELECT		6.46
124	SELECT		5.61
125	SELECT		5.33
126	SELECT		3.61
127	SELECT		6.69
128	REJECT	3,5	2.61
129	REJECT	3,5	2.56
130	REJECT	3,5	2.61
131	REJECT	5	3.05
132	REJECT	3,5	3.02
133	REJECT	3,5	2.48
134	REJECT	3,5	2.72
135	REJECT	3,5	2.59

TABLE 29 - Continued

TASK	INCLUSION (RELEVENCE)	RULE(S) APPLYING	Y-VALUE (LEVEL)
136	REJECT	3,5	2.56
137	REJECT	3,5	2.31
138	SELECT		3.30
139	REJECT	3,5	2.34
140	REJECT	3,5	2.53
141	REJECT	3,5	2.34
142	REJECT	3,5	2.69
143	REJECT	3,5	2.26
144	REJECT	3,5	2.51
145	REJECT	3,5	2.26
146	REJECT	3,5	2.48
147	REJECT	3,5	2.73
148	REJECT	3,5	2.23
149	REJECT	3,5	2.51
150	REJECT	3,5	2.73
151	REJECT	3,5	2.73
152	REJECT	3,5	2.26
153	REJECT	3,5	2.23
154	REJECT	3,5	2.51
155	REJECT	3,5	2.23
156	REJECT	3,5	2.86
157	REJECT	5	2.62
158	REJECT	3,5	2.26
159	REJECT	3,5	2.36
160	REJECT	3,5	2.52
161	REJECT	3,5	2.22
162	REJECT	3,5	2.09
163	REJECT	3,5	2.76
164	REJECT	3,5	2.31
165	REJECT	5	2.49
166	REJECT	3,5	2.23
167	REJECT	3,5	2.01
168	REJECT	3,5	2.64
169	REJECT	3,5	2.23
170	REJECT	3,5	2.73

TABLE 29 - Continued

TASK	INCLUSION (RELEVENCE)	RULE(S) APPLYING	Y-VALUE (LEVEL)
171	REJECT	3,5	2.51
172	SELECT		3.40
173	REJECT	3,5	2.64
174	REJECT	3,5	2.48
175	REJECT	3,5	2.56
176	REJECT	3,5	2.84
177	REJECT	2,3,5	2.23
178	REJECT	3,5	2.26
179	REJECT	2,3,5	2.34
180	REJECT	2,3,5	2.36
181	REJECT	3,5	2.56
182	REJECT	3,5	2.59
183	REJECT	5	2.71
184	REJECT	3,5	2.34
185	REJECT	3,5	2.59
186	REJECT	3,5	2.28
187	REJECT	5	2.68
188	REJECT	3,5	2.16
189	REJECT	3,5	2.14
190	REJECT	3,5	2.26
191	REJECT	3,5	2.48
192	REJECT	3,5	2.56
193	REJECT	3,5	2.76
194	REJECT	2,3,5	2.23
195	REJECT	3,5	2.48
196	REJECT	3,5	2.73
197	REJECT	3,5	2.48
198	REJECT	5	2.32
199	REJECT	3,5	2.10
200	REJECT	5	2.43
201	REJECT	5	2.90
202	REJECT	5	2.82
203	REJECT	3,5	2.04
204	REJECT	2,3,5	2.12
205	REJECT	3,5	2.26

TABLE 29 - Continued

TASK	INCLUSION (RELEVENCE)	RULE(S) APPLYING	Y-VALUE (LEVEL)
206	REJECT	3,5	2.26
207	REJECT	3,5	2.43
208	REJECT	3,5	2.21
209	REJECT	5	2.74
210	REJECT	3,5	2.54
211	SELECT		3.21
212	REJECT	2,3,5	2.51
213	REJECT	3,5	2.73
214	REJECT	3,5	2.68
215	REJECT	3,5	2.35
216	REJECT	3,5	2.82
217	REJECT	3,5	2.52
218	SELECT		3.40
219	REJECT	3,5	2.51
220	REJECT	3,5	2.65
221	REJECT	3,5	2.48
222	REJECT	3,5	2.79
223	REJECT	3,5	2.23
224	REJECT	3,5	2.54
225	REJECT	3,5	2.96
226	REJECT	3,5	2.23
227	REJECT	3,5	2.98
228	REJECT	3,5	2.48
229	REJECT	3,5	2.73
230	REJECT	2,3,5	2.51
231	REJECT	3,5	2.51
232	REJECT	3,5	2.48
233	REJECT	3,5	2.23
234	REJECT	3,5	2.23
235	REJECT	3,5	2.73
236	REJECT	3,5	2.23
237	REJECT	3,5	2.23
238	REJECT	3,5	1.98
239	REJECT	3,5	2.23
240	REJECT	3,5	2.01

TABLE 29 - Continued

TASK	INCLUSION (RELEVENCE)	RULE(S) APPLYING	Y-VALUE (LEVEL)
241	REJECT	3,5	2.51
242	REJECT	3,5	2.26
243	REJECT	3,5	2.62
244	REJECT	3,5	2.76
245	REJECT	3,5	2.54
246	REJECT	3,5	2.48
247	REJECT	3,5	2.48
248	REJECT	3,5	2.27
249	REJECT	3,5	2.52
250	REJECT	3,5	2.77
251	REJECT	3,5	2.30
252	REJECT	3,5	2.77
253	REJECT	3,5	2.89
254	REJECT	3,5	2.50
255	REJECT	3,5	2.28
256	REJECT	3,5	2.58
257	REJECT	3,5	2.61
258	REJECT	3,5	2.52
259	REJECT	5	2.31
260	REJECT	3,5	2.33
261	REJECT	3,5	2.69
262	REJECT	3,5	2.11
263	REJECT	2,3,5	2.66
264	REJECT	3,5	2.11
265	REJECT	3,5	2.39
266	REJECT	3,5	2.37
267	REJECT	3.5	1.98
268	REJECT	3.5	2.04
269	REJECT	5	2.57
270	REJECT	3,5	2.35
271	REJECT	3,5	2.12
272	REJECT	2,3,5	2.26
273	REJECT	5	2.32
274	REJECT	5	2.62
275	REJECT	5	2.37

TABLE 29 - Continued

TASK	INCLUSION (RELEVENCE)	RULE(S) APPLYING	Y-VALUE (LEVEL)
276	REJECT	3,5	2.35
277	REJECT	3,5	2.32
278	REJECT	5	2.85
279	REJECT	3,5	2.35
280	REJECT	2,3,5	2.23
281	REJECT	3,5	2.73
282	REJECT	3,5	2.48
283	REJECT	3,5	2.57
284	REJECT	3,5	2.69
285	REJECT	3,5	2.51
286	REJECT	3,5	2.79
287	REJECT	3,5	2.29
288	REJECT	2,3,5	2.18
289	REJECT	5	2.68
290	REJECT	3,5	2.28
291	REJECT	3,5	2.26
292	REJECT	5	2.57
293	REJECT	2,3,5	2.26
294	REJECT	2,3,5	2.46
295	REJECT	3,5	2.01
296	REJECT	3,5	2.26
297	REJECT	3,5	2.29
298	REJECT	3,5	2.29
299	REJECT	3,5	2.37
300	REJECT	3,5	2.40
301	REJECT	3,5	2.18
302	REJECT	3,5	2.48
303	REJECT	3,5	2.23
304	REJECT	3,5	2.48
305	REJECT	3,5	2.48
306	REJECT	2,3,5	2.23
307	REJECT	3,5	2.32
308	REJECT	3,5	2.26
309	REJECT	3,5	2.23
310	REJECT	2,3,5	2.26

TABLE 29 - Continued

TASK	INCLUSION (RELEVENCE)	RULE(S) APPLYING	Y-VALUE (LEVEL)
311	REJECT	3,5	2.29
312	REJECT	3,5	2.29
313	REJECT	3,5	2.82
314	REJECT	3,5	2.82
315	REJECT	3,5	2.48
316	REJECT	3,5	2.26
317	REJECT	3,5	2.21
318	REJECT	3,5	2.48
319	REJECT	3,5	1.98
320	REJECT	2,3,5	2.32
321	REJECT	3,5	2.32
322	REJECT	5	2.71
323	REJECT	5	2.76
324	SELECT		3.38
325	REJECT	5	2.62
326	SELECT		3.15
327	SELECT		3.21
328	SELECT		3.54
329	REJECT	2,3,5	1.98
330	REJECT	2,3,5	2.10
331	REJECT	3,5	2.60
332	REJECT	5	2.32
333	REJECT	3,5	2.68
334	REJECT	5	2.57
335	REJECT	5	3.01
336	REJECT	5	2.79
337	REJECT	5	2.54
338	REJECT	3,5	2.04
339	REJECT	5	2.88
340	REJECT	5	2.32
341	REJECT	5	2.43
342	SELECT		3.32
343	REJECT	3,5	2.10
344	REJECT	5	3.10
345	REJECT	3,5	2.26

TABLE 29 - Continued

TASK	INCLUSION (RELEVENCE)	RULE(S) APPLYING	Y-VALUE (LEVEL)
346	REJECT	2,3,5	2.26
347	SELECT		3.38
348	REJECT	2,3,5	2.18
349	REJECT	5	2.49
350	REJECT	5	2.79
351	REJECT	5	2.60
352	REJECT	3,5	2.71
353	SELECT		3.33
354	REJECT	5	2.65
355	REJECT	5	2.99
356	REJECT	5	2.76
357	REJECT	5	2.68
358	REJECT	3,5	2.23
359	REJECT	3,5	2.48
360	REJECT	3,5	2.18
361	REJECT	2,3,5	2.23
362	REJECT	5	2.35
363	SELECT		4.11
364	REJECT	3,5	2.23
365	REJECT	3,5	2.04
366	REJECT	3,5	2.21
367	REJECT	3,5	2.21
368	REJECT	3,5	2.46
369	REJECT	3,5	2.48
370	REJECT	5	2.40
371	REJECT	5	2.40
372	REJECT	5	2.62
373	REJECT	5	3.07
374	REJECT	3,5	2.23
375	REJECT	3,5	2.26
376	REJECT	5	2.96
377	REJECT	5	2.49
378	REJECT	5	2.46
379	REJECT	5	2.62
380	REJECT	5	2.40

TABLE 29 - Continued

TASK	INCLUSION (RELEVENCE)	RULE(S) APPLYING	Y-VALUE (LEVEL)
381	REJECT	5	2.62
382	REJECT	5	2.93
383	REJECT	3,5	2.21
384	REJECT	5	2.32
385	REJECT	5	2.37
386	REJECT	5	2.74
387	REJECT	5	2.37
388	REJECT	5	2.68
389	REJECT	3,5	2.18
390	REJECT	3,5	2.23
391	REJECT	3,5	2.01
392	REJECT	5	2.62
393	REJECT	5	2.37
394	REJECT	5	2.79
395	REJECT	5	2.87
396	SELECT		3.51
397	REJECT	5	2.43
398	REJECT	5	2.48
399	REJECT	5	2.59
400	REJECT	5	2.43
401	REJECT	5	2.62
402	REJECT	5	2.51
403	REJECT	3,5	2.40
404	REJECT	5	2.65
405	REJECT	3,5	2.26
406	REJECT	5	2.40
407	REJECT	3,5	2.32
408	REJECT	5	2.46
409	REJECT	5	2.46
410	REJECT	3,5	2.21
411	REJECT	3,5	2.23
412	REJECT	3,5	2.26
413	REJECT	5	2.32
414	REJECT	5	2.92
415	REJECT	5	2.49

TABLE 29 - Continued

TASK	INCLUSION (RELEVENCE)	RULE(S) APPLYING	Y-VALUE (LEVEL)
416	REJECT	5	2.85
417	REJECT	3,5	2.12
418	REJECT	5	2.35
419	REJECT	5	2.63
420	REJECT	3,5	2.23
421	REJECT	2,3,5	2.32
422	REJECT	5	2.46
423	REJECT	3,5	2.43
424	REJECT	3,5	1.98
425	SELECT		3.12
426	REJECT	3,5	2.18
427	REJECT	3,5	2.46
428	REJECT	5	2.79
429	REJECT	5	2.76
430	REJECT	5	2.46
431	REJECT	5	2.60
432	REJECT	5	2.43
433	REJECT	5	2.49
434	REJECT	5	2.49
435	REJECT	5	2.32
436	REJECT	3,5	2.29
437	REJECT	3,5	2.29
438	REJECT	3,5	2.29
439	REJECT	3,5	2.29
440	REJECT	3,5	1.98
441	REJECT	3,5	2.54
442	REJECT	3,5	2.26

Receiving Clerk

Employee respondents. Table 30 shows that 95 percent of the respondents used the job title of receiving clerk. A range from 1 to 31 years in department store retailing was reported in Table 31 with a very similar range of 1 to 30 years of actual experience as a receiving clerk being reported in Table 32. The location of training received to qualify as a receiving clerk was on the job (self learned) with 73.913 percent of the respondents selecting that location (see Table 33).

TABLE 30

SUMMARY OF EMPLOYEE JOB TITLES FOR RECEIVING CLERK RESPONDENTS

JOB TITLES	Frequency	Cumulative Frequency	Percentage	Cumulative Percentage
Receiving Clerk	19	19	95.000	95.000
Marker				
Other	1	20	5.000	100.000

TABLE 31

TOTAL NUMBER OF YEARS IN DEPARTMENT STORE RETAILING FOR THE RECEIVING CLERK RESPONDENTS

Number of Years in Department Store Retailing	Frequency	Cumulative Frequency	Percentage	Cumulative Percentage
1	1	1	6.250	6.250
2	3	4	18.750	25.000
4	3	7	18.750	43.750
5	4	11	25.000	68.750
6	1	12	6.250	75.000
10	1	13	6.250	81.250
16	1	14	6.250	87.500
27	1	15	6.250	93.750
31	1	16	6.250	100.000

TABLE 32

THE NUMBER OF YEARS OF WORK EXPERIENCE AS A RECEIVING CLERK

Number of Years of Work Experience	Frequency	Cumulative Frequency	Percentage	Cumulative Percentage
1	4	4	21.053	21.053
2	5	9	26.316	47.368
3	3	12	15.789	63.158
5	3	15	15.789	78.947
6	1	16	5.263	84.211
15	1	17	5.263	89.474
25	1	18	5.263	94.737
30	1	19	5.263	100.000

TABLE 33

A SUMMARY OF LOCATIONS OF TRAINING RECEIVED TO QUALIFY AS A RECEIVING CLERK

TRAINING LOCATION	NO Frequency	 Percentage	YES Frequency	 Percentage
Senior High School (Secondary)	17	73.913	6	26.087
Technical Institute or Area Vocational-Technical	23	100.000		
Community or Junior College	23	100.000		
Two-year Branch College	22	95.652	1	4.348
Equipment Manufacturer's Training Program	23	100.000		
On the Job (Self Learned)	6	26.087	17	73.913
Previous Work Experience in Other Types of Jobs	18	78.261	5	21.739
Public Vocational School (Secondary)	22	95.652	1	4.348
Community Manpower Development Program	23	100.000		
Private Business, Trade or Technical School or College	23	100.000		
Senior College or University	23	100.000		
Employer-Sponsored Training Program	23	100.000		
Formal Apprenticeship Program	23	100.000		
Correspondence Courses	23	100.000		
Other	22	95.652	1	4.348

Supervisor respondents. Table 34 indicates that 50 percent of the supervisor respondents were receiving manager while 25 percent used the title of receiving supervisor. A range from 2 to 27 years of supervisor experience was reported in Table 35.

TABLE 34

SUMMARY OF JOB TITLES FOR SUPERVISORS OF RECEIVING CLERK RESPONDENTS

JOB TITLES	Frequency	Cumulative Frequency	Percentage	Cumulative Percentage
Receiving Manager	8	8	50.000	50.000
Receiving Supervisor	4	12	25.000	75.000
Assistant Receiving Manager	1	13	6.250	81.250
Other	3	16	18.750	100.000

TABLE 35

THE NUMBER OF YEARS OF WORK EXPERIENCE AS THE SUPERVISOR OF A RECEIVING CLERK

Number of Years of Work Experience	Frequency	Cumulative Frequency	Percentage	Cumulative Percentage
2	3	3	18.750	18.750
3	3	6	18.750	37.500
4	1	7	6.250	43.750
6	1	8	6.250	50.000
7	1	9	6.250	56.250
8	1	10	6.250	62.500
9	2	12	12.500	75.000
10	1	13	6.250	81.250
12	1	14	6.250	87.500
20	1	15	6.250	93.750
27	1	16	6.250	100.000

Task relevancy and level of development. Table 36 reports that 51 performance tasks were relevant to the occupation of receiving clerk.

TABLE 36

TASK INVENTORY DATA SUMMARY
RECEIVING CLERK

TASK RELEVENCE AND LEVEL OF DEVELOPMENT

TASK	INCLUSION (RELEVENCE)	RULE(S) APPLYING	Y-VALUE (LEVEL)
1	REJECT	3,5	2.36
2	REJECT	2,3,5	2.62
3	SELECT		3.12
4	REJECT	2,3,5	2.36
5	REJECT	2,3,5	2.57
6	REJECT	3,5	2.20
7	REJECT	2,3,5	2.52
8	REJECT	3,5	2.25
9	REJECT	2,3,5	2.27
10	REJECT	2,3,5	2.29
11	REJECT	2,3,5	2.52
12	REJECT	2,3,5	2.29
13	REJECT	2,3,5	2.62
14	REJECT	2,3,5	2.59
15	REJECT	2,3,5	2.25
16	REJECT	2,3,5	2.25
17	REJECT	3,5	2.36
18	REJECT	3,5	2.48
19	REJECT	2,3,5	2.32
20	REJECT	2,3,5	2.27
21	REJECT	2,3,5	2.39
22	REJECT	2,3,5	2.37
23	REJECT	3,5	2.42
24	REJECT	2,3,5	2.35
25	REJECT	2,3,5	2.12
26	REJECT	5	2.60
27	REJECT	3,5	2.44
28	REJECT	2,3,5	2.27
29	REJECT	2,3,5	2.25
30	REJECT	2,3,5	2.19

TABLE 36 - Continued

TASK	INCLUSION (RELEVENCE)	RULE(S) APPLYING	Y-VALUE (LEVEL)
31	REJECT	2,3,5	2.30
32	REJECT	2,3,5	2.27
33	REJECT	2,3,5	2.21
34	REJECT	5	2.78
35	REJECT	2,3,5	2.30
36	REJECT	2,3,5	2.30
37	REJECT	2,3,5	2.27
38	REJECT	2,3,5	2.25
39	REJECT	2,3,5	2.27
40	REJECT	3,5	2.14
41	REJECT	2,3,5	2.27
42	REJECT	2,3,5	2.25
43	REJECT	2,3,5	2.23
44	REJECT	2,3,5	2.25
45	REJECT	2,3,5	2.27
46	SELECT		3.40
47	SELECT		3.70
48	REJECT	3,5	2.27
49	REJECT	2,3,5	2.27
50	REJECT	5	3.02
51	REJECT	5	2.97
52	REJECT	3,5	2.30
53	SELECT		3.50
54	REJECT	3,5	2.90
55	SELECT	3	3.10
56	REJECT	3,5	2.22
57	REJECT	5	2.87
58	REJECT	5	2.87
59	REJECT	3,5	2.73
60	SELECT		3.35
61	REJECT	5	3.03
62	REJECT	3,5	2.11
63	REJECT	5	3.00
64	SELECT		3.15
65	REJECT	5	2.52

TABLE 36 - Continued

TASK	INCLUSION (RELEVENCE)	RULE(S) APPLYING	Y-VALUE (LEVEL)
66	SELECT		3.15
67	REJECT	3,5	2.57
68	SELECT		3.12
69	SELECT		3.24
70	REJECT	3,5	2.41
71	REJECT	5	2.78
72	REJECT	3,5	2.80
73	REJECT	5	2.85
74	REJECT	3,5	2.29
75	REJECT	3,5	2.36
76	SELECT		3.38
77	REJECT	3,5	2.25
78	SELECT		3.49
79	REJECT	3,5	2.22
80	REJECT	2,3,5	2.27
81	REJECT	5	2.43
82	REJECT	5	2.68
83	REJECT	3,5	2.27
84	REJECT	3,5	2.48
85	REJECT	5	2.31
86	REJECT	3,5	2.50
87	REJECT	3,5	2.13
88	REJECT	3,5	2.27
89	REJECT	3,5	2.15
90	REJECT	3,5	2.08
91	REJECT	3,5	2.19
92	REJECT	3,5	2.22
93	REJECT	5	2.41
94	REJECT	5	2.41
95	REJECT	3,5	1.99
96	REJECT	5	2.87
97	REJECT	5	2.59
98	REJECT	5	2.45
99	REJECT	3,5	2.25
100	REJECT	3,5	2.22

TABLE 36 - Continued

TASK	INCLUSION (RELEVENCE)	RULE(S) APPLYING	Y-VALUE (LEVEL)
101	REJECT	5	2.36
102	REJECT	5	2.31
103	REJECT	5	2.61
104	REJECT	5	2.41
105	REJECT	5	2.35
106	REJECT	2,3,5	1.97
107	REJECT	5	2.38
108	REJECT	3,5	2.18
109	REJECT	5	2.38
110	REJECT	2,3,5	2.15
111	REJECT	3,5	1.99
112	REJECT	5	2.48
113	REJECT	5	2.71
114	REJECT	5	2.59
115	REJECT	5	2.59
116	REJECT	3,5	2.06
117	REJECT	5	2.31
118	REJECT	3,5	2.29
119	REJECT	5	2.36
120	REJECT	3,5	2.11
121	REJECT	5	2.34
122	REJECT	3,5	2.11
123	REJECT	3,5	2.11
124	REJECT	3,5	2.02
125	REJECT	3,5	1.99
126	REJECT	3,5	2.13
127	REJECT	3,5	2.04
128	REJECT	2,5	2.36
129	REJECT	2,3,5	2.22
130	REJECT	2,3,5	2.27
131	REJECT	5	2.57
132	REJECT	5	2.61
133	REJECT	2,3,5	2.27
134	REJECT	3,5	2.25
135	REJECT	5	2.34

TABLE 36 - Continued

TASK	INCLUSION (RELEVENCE)	RULE(S) APPLYING	Y-VALUE (LEVEL)
136	REJECT	3,5	2.80
137	REJECT	3,5	2.95
138	SELECT		4.65
139	REJECT	5	2.31
140	REJECT	5	2.82
141	REJECT	3,5	2.78
142	REJECT	3,5	2.57
143	REJECT	3,5	2.08
144	REJECT	2,3,5	2.02
145	REJECT	2,5	2.38
146	REJECT	2,3,5	2.50
147	REJECT	2,3,5	2.22
148	REJECT	2,3,5	2.08
149	REJECT	3,5	2.02
150	REJECT	2,3,5	2.20
151	REJECT	3,5	2.57
152	REJECT	2,3,5	2.04
153	REJECT	2,3,5	2.27
154	REJECT	2,3,5	1.92
155	REJECT	2,3,5	2.06
156	REJECT	2,3,5	2.13
157	REJECT	5	2.75
158	REJECT	2,3,5	1.97
159	REJECT	2,3,5	2.11
160	REJECT	5	2.89
161	REJECT	5	2.66
162	REJECT	3,5	2.43
163	REJECT	3,5	2.11
164	REJECT	2,5	2.36
165	REJECT	5	3.03
166	REJECT	2,3,5	2.39
167	REJECT	3,5	2.20
168	REJECT	5	2.41
169	REJECT	2,5	2.66
170	REJECT	2,3,5	2.39

TABLE 36 - Continued

TASK	INCLUSION (RELEVENCE)	RULE(S) APPLYING	Y-VALUE (LEVEL)
171	REJECT	2,3,5	2.29
172	SELECT		3.40
173	REJECT	5	2.82
174	REJECT	3,5	2.52
175	REJECT	2,3,5	2.08
176	REJECT	2,3,5	1.97
177	REJECT	3,5	2.29
178	REJECT	3,5	2.34
179	REJECT	3,5	2.39
180	REJECT	3,5	2.29
181	REJECT	2,3,5	2.02
182	REJECT	2,3,5	1.97
183	REJECT	3,5	2.20
184	REJECT	2,3,5	1.97
185	REJECT	3,5	2.36
186	REJECT	3,5	2.36
187	SELECT		4.11
188	SELECT		3.17
189	REJECT	5	2.85
190	REJECT	5	2.75
191	REJECT	2,3,5	1.99
192	REJECT	3,5	2.11
193	REJECT	2,3,5	1.95
194	REJECT	2,3,5	2.11
195	REJECT	2,3,5	2.27
196	REJECT	2,5	2.59
197	SELECT	3	3.13
198	REJECT	2,3,5	2.55
199	REJECT	2,3,5	2.55
200	SELECT		3.47
201	SELECT		4.81
202	SELECT		4.14
203	REJECT	2,3,5	1.99
204	REJECT	3,5	2.62
205	REJECT	3,5	2.04

TABLE 36 - Continued

TASK	INCLUSION (RELEVENCE)	RULE(S) APPLYING	Y-VALUE (LEVEL)
206	REJECT	3,5	2.43
207	SELECT		3.12
208	REJECT	3,5	2.13
209	REJECT	3,5	2.27
210	REJECT	2,3,5	1.99
211	SELECT		4.21
212	REJECT	2,3,5	1.97
213	REJECT	2,3,5	2.18
214	REJECT	3,5	2.55
215	REJECT	5	2.73
216	REJECT	3,5	2.52
217	REJECT	3,5	2.41
218	REJECT	2,3,5	2.20
219	REJECT	2,3,5	2.02
220	REJECT	3,5	2.57
221	REJECT	2,3,5	1.99
222	REJECT	2,3,5	1.95
223	REJECT	5	2.96
224	REJECT	3,5	1.97
225	REJECT	2,3,5	2.06
226	REJECT	5	2.59
227	REJECT	2,3,5	1.99
228	REJECT	2,3,5	2.04
229	REJECT	2,3,5	2.27
230	REJECT	2,3,5	2.29
231	REJECT	2,3,5	1.99
232	REJECT	3,5	2.13
233	REJECT	5	2.98
234	REJECT	5	2.92
235	REJECT	3,5	2.41
236	REJECT	2,3,5	2.08
237	REJECT	3,5	2.34
238	REJECT	2,3,5	2.06
239	REJECT	3,5	2.34
240	REJECT	3,5	2.04

TABLE 36 - Continued

TASK	INCLUSION (RELEVENCE)	RULE(S) APPLYING	Y-VALUE (LEVEL)
241	REJECT	2,3,5	2.06
242	REJECT	3,5	2.15
243	SELECT		3.47
244	REJECT	2,3,5	2.08
245	SELECT		3.12
246	SELECT		3.42
247	SELECT		3.12
248	REJECT	3,5	1.97
249	REJECT	3,5	2.02
250	REJECT	2,3,5	1.98
251	REJECT	3,5	2.48
252	REJECT	3,5	2.43
253	SELECT		3.73
254	REJECT	2,3,5	2.04
255	REJECT	2,3,5	2.32
256	REJECT	3,5	2.11
257	SELECT		3.54
258	REJECT	3,5	2.39
259	REJECT	3,5	2.34
260	REJECT	2,3,5	2.32
261	REJECT	2,3,5	2.11
262	REJECT	5	2.87
263	REJECT	3,5	2.43
264	REJECT	2,3,5	2.32
265	REJECT	5	2.68
266	REJECT	5	2.31
267	REJECT	2,3,5	2.04
268	REJECT	3,5	2.04
269	SELECT		5.64
270	REJECT	3,5	2.27
271	REJECT	2,3,5	2.34
272	REJECT	2,3,5	1.99
273	SELECT		3.33
274	SELECT		4.76
275	SELECT		4.69

TABLE 36 - Continued

TASK	INCLUSION (RELEVENCE)	RULE(S) APPLYING	Y-VALUE (LEVEL)
276	REJECT	2,3,5	2.32
277	REJECT	2,3,5	1.99
278	REJECT	5	2.68
279	REJECT	3,5	2.39
280	REJECT	2,3,5	2.13
281	REJECT	2,3,5	2.02
282	REJECT	2,3,5	2.39
283	SELECT		4.00
284	REJECT	3,5	2.29
285	REJECT	3,5	2.13
286	SELECT		3.17
287	REJECT	3,5	2.76
288	REJECT	2,3,5	2.04
289	SELECT		5.32
290	SELECT		5.54
291	SELECT		4.07
292	SELECT		5.55
293	REJECT	3,5	1.99
294	REJECT	2,3,5	1.97
295	REJECT	2,3,5	2.04
296	REJECT	2,3,5	2.08
297	REJECT	2,3,5	2.04
298	REJECT	2,3,5	2.45
299	REJECT	5	2.36
300	REJECT	2,5	2.50
301	REJECT	2,3,5	2.43
302	REJECT	2,3,5	2.27
303	REJECT	2,3,5	2.02
304	REJECT	2,3,5	2.02
305	REJECT	3,5	2.71
306	REJECT	2,3,5	2.04
307	REJECT	2,3,5	1.99
308	REJECT	3,5	2.18
309	REJECT	2,3,5	2.06
310	REJECT	2,3,5	2.13

TABLE 36 - Continued

TASK	INCLUSION (RELEVENCE)	RULE(S) APPLYING	Y-VALUE (LEVEL)
311	REJECT	2,3,5	2.04
312	REJECT	2,3,5	2.08
313	REJECT	2,3,5	2.41
314	REJECT	2,3,5	2.43
315	REJECT	2,3,5	2.02
316	REJECT	2,3,5	2.02
317	SELECT		3.47
318	SELECT		4.55
319	REJECT	2,3,5	2.02
320	REJECT	2,3,5	2.25
321	REJECT	2,3,5	1.99
322	REJECT	5	2.55
323	REJECT	5	2.71
324	REJECT	5	2.84
325	REJECT	3,5	2.48
326	REJECT	2,3,5	2.18
327	REJECT	5	2.91
328	SELECT		4.12
329	REJECT	2,3,5	2.25
330	REJECT	2,3,5	2.57
331	REJECT	2,3,5	2.32
332	REJECT	3,5	2.43
333	REJECT	2,3,5	2.25
334	REJECT	5	2.71
335	REJECT	5	2.85
336	SELECT		3.26
337	REJECT	5	2.78
338	REJECT	2,3,5	1.99
339	REJECT	5	2.38
340	REJECT	5	2.45
341	REJECT	3,5	2.18
342	REJECT	2,3,5	2.27
343	REJECT	3,5	2.11
344	REJECT	2,3,5	2.34
345	REJECT	2,3,5	2.02

TABLE 36 - Continued

TASK	INCLUSION (RELEVENCE)	RULE(S) APPLYING	Y-VALUE (LEVEL)
346	REJECT	2,3,5	2.36
347	REJECT	2,5	2.38
348	REJECT	2,3,5	2.59
349	REJECT	2,3,5	2.15
350	REJECT	3,5	2.48
351	REJECT	3,5	2.57
352	REJECT	5	2.36
353	REJECT	5	2.31
354	REJECT	3,5	2.11
355	REJECT	5	2.69
356	REJECT	3,5	2.50
357	REJECT	3,5	2.29
358	REJECT	3,5	2.36
359	REJECT	3,5	2.22
360	REJECT	5	2.66
361	REJECT	2,3,5	2.02
362	SELECT		3.93
363	REJECT	5	3.10
364	REJECT	3,5	2.57
365	REJECT	3,5	2.15
366	REJECT	5	2.59
367	REJECT	3,5	2.27
368	REJECT	5	2.62
369	REJECT	3,5	2.22
370	REJECT	2,3,5	1.99
371	SELECT		3.61
372	REJECT	5	2.57
373	SELECT		3.52
374	REJECT	2,5	2.31
375	REJECT	3,5	2.55
376	REJECT	5	2.38
377	REJECT	5	2.68
378	REJECT	3,5	2.50
379	REJECT	3,5	2.20
380	REJECT	3,5	2.57

TABLE 36 - Continued

TASK	INCLUSION (RELEVENCE)	RULE(S) APPLYING	Y-VALUE (LEVEL)
381	REJECT	3,5	2.29
382	REJECT	5	2.59
383	REJECT	3,5	2.22
384	REJECT	3,5	2.20
385	REJECT	3,5	2.45
386	REJECT	3,5	2.18
387	REJECT	2,3,5	2.48
388	REJECT	3,5	2.15
389	REJECT	2,3,5	2.27
390	REJECT	3,5	2.29
391	REJECT	3,5	1.97
392	REJECT	5	2.92
393	REJECT	5	2.55
394	REJECT	5	3.01
395	REJECT	2,3,5	2.22
396	REJECT	5	2.59
397	REJECT	5	2.66
398	REJECT	5	2.62
399	REJECT	3,5	2.20
400	SELECT		3.12
401	REJECT	3,5	2.29
402	REJECT	5	2.96
403	REJECT	5	2.94
404	SELECT		4.25
405	REJECT	3,5	2.18
406	SELECT		3.54
407	REJECT	5	2.71
408	REJECT	5	2.34
409	REJECT	5	2.34
410	REJECT	3,5	2.27
411	REJECT	5	2.75
412	REJECT	3,5	2.22
413	REJECT	2,3,5	2.52
414	REJECT	5	2.57
415	SELECT		3.35

TABLE 36 - Continued

TASK	INCLUSION (RELEVENCE)	RULE(S) APPLYING	Y-VALUE (LEVEL)
416	SELECT		3.17
417	REJECT	3,5	2.27
418	REJECT	5	2.38
419	REJECT	5	3.05
420	REJECT	5	2.50
421	REJECT	2,3,5	2.08
422	REJECT	2,3,5	2.36
423	REJECT	3,5	2.18
424	REJECT	2,3,5	2.29
425	REJECT	2,3,5	2.13
426	REJECT	5	2.78
427	REJECT	5	2.43
428	REJECT	3,5	2.20
429	REJECT	3,5	2.41
430	REJECT	3,5	2.29
431	REJECT	3,5	2.25
432	SELECT		3.84
433	REJECT	5	2.94
434	REJECT	5	3.01
435	REJECT	5	2.34
436	REJECT	2,3,5	2.25
437	REJECT	2,3,5	2.27
438	REJECT	2,3,5	2.48
439	REJECT	3,5	2.20
440	REJECT	2,3,5	2.27
441	REJECT	2,3,5	2.18
442	REJECT	2,3,5	1.99

Supervisory Level Occupations

Assistant Buyer

Employee respondents. According to the data in Table 37, the most frequently reported job title was Assistant Buyer with 82.609 percent of the respondents. The number of years in department store retailing for the assistant buyer respondents ranged from 1 to 19 years (see Table 38) while the work experience as assistant buyer ranged from 1 to 30 years (see Table 39). On-the-job (self learned) was the most frequent response to the location of training received to qualify as an assistant buyer (see Table 40).

TABLE 37

SUMMARY OF EMPLOYEE JOB TITLES FOR ASSISTANT BUYER RESPONDENTS

JOB TITLE	Frequency	Cumulative Frequency	Percentage	Cumulative Percentage
Assistant Buyer	19	19	82.609	82.609
Other	4	23	17.391	100.000

TABLE 38

TOTAL NUMBER OF YEARS IN DEPARTMENT STORE RETAILING FOR THE ASSISTANT BUYER RESPONDENTS

Number of Years in Department Store Retailing	Frequency	Cumulative Frequency	Percentage	Cumulative Percentage
1	1	1	4.545	4.545
2	5	6	22.727	27.273
3	2	8	9.901	36.364
4	2	10	9.091	45.455
5	2	12	9.091	54.545
6	2	14	9.091	63.636
7	1	15	4.545	68.182
8	2	17	9.091	77.273
9	1	18	4.545	81.818
10	3	21	13.636	95.455
19	1	22	4.545	100.000

TABLE 39

THE NUMBER OF YEARS OF WORK EXPERIENCE AS AN ASSISTANT BUYER

Number of Years of Work Experience	Frequency	Cumulative Frequency	Percentage	Cumulative Percentage
1	11	11	47.826	47.826
2	7	18	30.435	78.261
3	1	19	4.348	82.609
5	1	20	4.348	86.957
10	1	21	4.348	91.304
17	1	22	4.348	95.652
30	1	23	4.348	100.000

TABLE 40

A SUMMARY OF LOCATIONS OF TRAINING RECEIVED TO QUALIFY AS AN ASSISTANT BUYER

TRAINING LOCATION	NO Frequency	NO Percentage	YES Frequency	YES Percentage
Senior High School (Secondary)	20	86.957	3	13.043
Technical Institute or Area Vocational-Technical	22	95.652	1	4.348
Community or Junior College	22	95.652	1	4.348
Two-year Branch College	22	95.652	1	4.348
Equipment Manufacturer's Training Program	23	100.000		
On the Job (Self Learned)	3	13.043	20	86.957
Previous Work Experience in Other Types of Jobs	18	78.261	5	21.739
Public Vocational School (Secondary)	23	100.000		
Community Manpower Development Program	23	100.000		
Private Business, Trade or Technical School or College	22	95.652	1	4.348
Senior College or University	16	69.565	7	30.435
Employer-Sponsored Training Program	14	60.870	9	39.130
Formal Apprenticeship Program	23	100.000		
Correspondence Courses	22	95.652	1	4.348
Other	23	100.000		

Supervisor respondents. Table 41 indicates that 72.000 percent of the respondents were buyers. The number of years of work experience as supervisor of assistant buyers ranged from 0 to 30 years (see Table 42).

TABLE 41

SUMMARY OF JOB TITLES FOR SUPERVISORS OF ASSISTANT BUYER RESPONDENTS

JOB TITLE	Frequency	Cumulative Frequency	Percentage	Cumulative Percentage
Buyer	18	18	72.000	72.000
Store Manager	4	22	16.000	88.000
Merchandise Manager	2	24	8.000	96.000
Other	1	25	4.000	100.000

TABLE 42

THE NUMBER OF YEARS OF WORK EXPERIENCE AS THE SUPERVISOR OF AN ASSISTANT BUYER

Number of Years of Work Experience	Frequency	Cumulative Frequency	Percentage	Cumulative Percentage
0	1	1	4.000	4.000
1	2	3	8.000	12.000
2	5	8	20.000	32.000
3	4	12	16.000	48.000
4	1	13	4.000	52.000
5	2	15	8.000	60.000
8	2	17	8.000	68.000
10	3	20	12.000	80.000
13	1	21	4.000	84.000
17	1	22	4.000	88.000
20	1	23	4.000	92.000
30	2	25	8.000	100.000

Task relevance and level of development. Table 43 presents the 293 performance tasks relevant to the occupation of assistant buyer.

TABLE 43

TASK INVENTORY DATA SUMMARY
ASSISTANT BUYER

TASK RELEVENCE AND LEVEL OF DEVELOPMENT

TASK	INCLUSION (RELEVENCE)	RULE(S) APPLYING	Y-VALUE (LEVEL)
1	REJECT	5	2.50
2	REJECT	5	2.69
3	SELECT		4.19
4	SELECT		4.70
5	SELECT		4.17
6	SELECT		4.59
7	SELECT		4.03
8	REJECT	5	2.75
9	REJECT	3,5	2.68
10	REJECT	3,5	2.52
11	REJECT	5	3.07
12	REJECT	2,5	2.49
13	SELECT		4.40
14	SELECT		3.37
15	SELECT		3.18
16	SELECT		3.41
17	REJECT	5	3.00
18	REJECT	3,5	2.29
19	SELECT		3.53
20	REJECT	3,5	2.29
21	SELECT		5.73
22	SELECT		4.81
23	REJECT	5	2.38
24	REJECT	5	2.99
25	SELECT		4.30
26	SELECT		3.96
27	SELECT		5.54
28	REJECT	3,5	2.29
29	REJECT	2,3,5	2.18
30	SELECT		4.04

TABLE 43 - Continued

TASK	INCLUSION (RELEVENCE)	RULE(S) APPLYING	Y-VALUE (LEVEL)
31	SELECT		3.34
32	SELECT		4.00
33	SELECT		5.11
34	SELECT		6.02
35	SELECT		5.39
36	SELECT		4.60
37	SELECT		3.69
38	SELECT		3.92
39	SELECT		4.01
40	SELECT		4.79
41	REJECT	3,5	2.86
42	SELECT		3.21
43	SELECT		3.36
44	SELECT		4.31
45	REJECT	5	2.84
46	SELECT		5.23
47	SELECT		4.56
48	REJECT	5	2.61
49	SELECT		3.78
50	SELECT		5.36
51	SELECT		5.23
52	REJECT	3,5	2.72
53	SELECT		5.31
54	SELECT		5.10
55	SELECT		4.14
56	SELECT		4.53
57	SELECT		3.60
58	SELECT		3.87
59	SELECT		3.82
60	SELECT		4.11
61	SELECT		4.37
62	REJECT	5	2.92
63	SELECT		4.27
64	SELECT		4.55
65	SELECT		4.16

TABLE 43 - Continued

TASK	INCLUSION (RELEVENCE)	RULE(S) APPLYING	Y-VALUE (LEVEL)
66	SELECT		4.33
67	SELECT		5.58
68	SELECT		5.89
69	SELECT		4.96
70	REJECT	5	3.04
71	SELECT		4.88
72	SELECT		3.95
73	SELECT		3.77
74	REJECT	3,5	2.99
75	SELECT		6.81
76	SELECT		6.53
77	REJECT	5	2.97
78	SELECT		4.44
79	SELECT		4.50
80	REJECT	5	3.05
81	REJECT	5	2.75
82	SELECT		3.87
83	REJECT	5	2.66
84	SELECT		3.11
85	SELECT		4.70
86	REJECT	2,5	2.84
87	SELECT		3.65
88	SELECT		3.97
89	SELECT		4.57
90	SELECT		4.13
91	SELECT		3.62
92	SELECT		3.92
93	REJECT	5	3.00
94	SELECT		3.67
95	SELECT		3.78
96	SELECT		3.42
97	SELECT		4.43
98	SELECT		3.63
99	SELECT		4.73
100	SELECT		3.62

TABLE 43 - Continued

TASK	INCLUSION (RELEVENCE)	RULE(S) APPLYING	Y-VALUE (LEVEL)
101	SELECT		4.18
102	REJECT	5	3.00
103	SELECT		3.14
104	SELECT		3.74
105	SELECT		3.14
106	REJECT	5	2.34
107	SELECT		4.09
108	SELECT		3.53
109	SELECT		3.28
110	SELECT		3.64
111	SELECT		4.75
112	REJECT	5	2.96
113	SELECT		3.48
114	SELECT		4.40
115	SELECT		3.60
116	REJECT	5	3.07
117	SELECT		3.94
118	SELECT		4.91
119	SELECT		4.52
120	SELECT		4.52
121	SELECT		4.17
122	SELECT		3.71
123	SELECT	3	3.19
124	REJECT	3,5	2.61
125	REJECT	3,5	2.61
126	REJECT	5	2.50
127	SELECT		5.00
128	SELECT		4.89
129	SELECT		5.73
130	SELECT		6.29
131	SELECT		6.17
132	SELECT		6.22
133	SELECT		5.98
134	SELECT		4.94
135	SELECT		3.42

TABLE 43 - Continued

TASK	INCLUSION (RELEVENCE)	RULE(S) APPLYING	Y-VALUE (LEVEL)
136	SELECT		4.58
137	SELECT		4.65
138	SELECT		4.56
139	SELECT		5.16
140	SELECT		4.75
141	SELECT		5.44
142	SELECT		7.02
143	SELECT		5.30
144	SELECT		6.05
145	SELECT		5.20
146	SELECT		4.72
147	SELECT		5.17
148	SELECT		4.24
149	SELECT		3.22
150	REJECT	5	2.93
151	SELECT		4.19
152	SELECT		4.76
153	SELECT		4.45
154	REJECT	3,5	2.11
155	SELECT		4.81
156	SELECT		4.53
157	SELECT		4.84
158	REJECT	5	2.41
159	SELECT		3.72
160	SELECT		5.39
161	SELECT		4.78
162	SELECT		4.82
163	SELECT		4.87
164	SELECT		4.97
165	SELECT		5.03
166	SELECT		3.93
167	SELECT		3.91
168	SELECT		4.00
169	SELECT		4.05
170	SELECT		3.28

TABLE 43 - Continued

TASK	INCLUSION (RELEVENCE)	RULE(S) APPLYING	Y-VALUE (LEVEL)
171	SELECT		4.15
172	SELECT		5.37
173	SELECT		5.31
174	REJECT	2,3,5	2.72
175	REJECT	2,3,5	2.22
176	REJECT	2,3,5	2.45
177	REJECT	2,3,5	2.36
178	REJECT	5	2.68
179	SELECT		4.19
180	SELECT		3.66
181	SELECT		5.20
182	SELECT		4.79
183	SELECT		4.04
184	REJECT	2,5	2.38
185	SELECT		3.13
186	SELECT		3.42
187	SELECT		3.58
188	SELECT		3.58
189	SELECT		4.05
190	SELECT		4.48
191	SELECT		5.66
192	SELECT		5.93
193	SELECT		4.92
194	REJECT	5	2.96
195	SELECT		4.83
196	SELECT		6.38
197	SELECT		6.18
198	REJECT	5	2.66
199	REJECT	2,5	2.48
200	SELECT		4.31
201	SELECT		3.90
202	SELECT		3.78
203	REJECT	2,3,5	2.13
204	SELECT		3.52
205	SELECT		3.19

TABLE 43 - Continued

TASK	INCLUSION (RELEVENCE)	RULE(S) APPLYING	Y-VALUE (LEVEL)
206	SELECT		4.06
207	SELECT		4.28
208	REJECT	5	2.31
209	REJECT	5	2.57
210	REJECT	2,3,5	2.20
211	SELECT		4.87
212	REJECT	2,3,5	2.31
213	REJECT	2,3,5	2.52
214	SELECT		4.11
215	SELECT		4.06
216	REJECT	2,5	2.38
217	REJECT	5	3.05
218	SELECT		4.50
219	REJECT	5	2.34
220	SELECT		3.70
221	REJECT	5	2.63
222	REJECT	5	2.86
223	REJECT	5	2.57
224	REJECT	2,5	2.38
225	REJECT	5	3.03
226	REJECT	5	3.05
227	REJECT	5	2.87
228	REJECT	5	2.55
229	REJECT	5	2.69
230	REJECT	2,5	2.48
231	REJECT	2,5	2.43
232	REJECT	5	2.45
233	SELECT		3.19
234	REJECT	5	3.09
235	REJECT	5	2.95
236	REJECT	2,3,5	2.27
237	REJECT	5	2.55
238	REJECT	2,3,5	2.27
239	REJECT	2,3,5	2.22
240	REJECT	2,3,5	2.18

TABLE 43 - Continued

TASK	INCLUSION (RELEVENCE)	RULE(S) APPLYING	Y-VALUE (LEVEL)
241	REJECT	2,5	2.34
242	REJECT	2,5	2.34
243	REJECT	5	3.10
244	REJECT	2,3,5	2.29
245	REJECT	5	3.03
246	SELECT		3.37
247	SELECT		3.50
248	REJECT	2,3,5	2.33
249	REJECT	5	2.67
250	REJECT	5	3.05
251	SELECT		3.17
252	REJECT	5	2.57
253	REJECT	5	2.91
254	REJECT	2,5	2.66
255	REJECT	2,5	2.57
256	REJECT	2,5	2.68
257	SELECT		3.46
258	SELECT		3.37
259	REJECT	5	2.63
260	REJECT	3,5	2.50
261	REJECT	5	2.89
262	SELECT		4.26
263	SELECT		3.32
264	SELECT		3.51
265	REJECT	5	2.57
266	SELECT		4.01
267	REJECT	5	2.77
268	SELECT		3.49
269	SELECT		4.22
270	SELECT		3.88
271	REJECT	5	2.34
272	REJECT	2,3,5	1.95
273	REJECT	2,3,5	2.26
274	REJECT	2,5	2.43
275	REJECT	5	2.61

TABLE 43 - Continued

TASK	INCLUSION (RELEVENCE)	RULE(S) APPLYING	Y-VALUE (LEVEL)
276	REJECT	2,3,5	2.16
277	REJECT	2,3,5	1.95
278	SELECT		3.56
279	REJECT	2,5	2.50
280	REJECT	2,3,5	2.24
281	REJECT	2,3,5	2.46
282	REJECT	2,5	2.54
283	SELECT		4.93
284	REJECT	5	2.61
285	REJECT	5	2.73
286	SELECT		4.70
287	SELECT		3.17
288	REJECT	2,5	2.54
289	SELECT		3.37
290	SELECT		4.66
291	SELECT		4.87
292	SELECT		4.71
293	REJECT	2,3,5	1.95
294	REJECT	2,3,5	2.61
295	REJECT	2,5	2.41
296	REJECT	5	2.58
297	REJECT	5	2.45
298	REJECT	5	2.36
299	REJECT	5	2.31
300	REJECT	5	2.86
301	REJECT	2,3,5	2.12
302	REJECT	2,3,5	2.18
303	REJECT	2,3,5	2.18
304	REJECT	2,3,5	2.18
305	SELECT		3.22
306	REJECT	2,3,5	1.95
307	REJECT	2,3,5	1.95
308	REJECT	2,3,5	1.95
309	REJECT	2,3,5	2.42
310	REJECT	5	2.98

TABLE 43 - Continued

TASK	INCLUSION (RELEVENCE)	RULE(S) APPLYING	Y-VALUE (LEVEL)
311	REJECT	5	2.84
312	REJECT	2,3,5	1.97
313	SELECT		3.58
314	REJECT	3,5	2.09
315	REJECT	2,3,5	2.04
316	REJECT	2,3,5	2.14
317	SELECT		3.27
318	SELECT		3.44
319	REJECT	2,3,5	2.00
320	REJECT	2,3,5	2.04
321	REJECT	2,3,5	1.95
322	SELECT		3.61
323	SELECT		3.37
324	SELECT		4.11
325	SELECT		4.09
326	SELECT		4.53
327	SELECT		4.20
328	SELECT		3.19
329	REJECT	5	2.59
330	SELECT		3.20
331	SELECT		3.32
332	SELECT		4.20
333	SELECT		4.24
334	SELECT		4.27
335	SELECT		4.38
336	SELECT		3.91
337	SELECT		4.41
338	REJECT	5	2.41
339	SELECT		3.88
340	SELECT		4.72
341	SELECT		3.74
342	SELECT		5.19
343	SELECT		3.87
344	SELECT		4.12
345	REJECT	5	3.02

TABLE 43 - Continued

TASK	INCLUSION (RELEVENCE)	RULE(S) APPLYING	Y-VALUE (LEVEL)
346	SELECT		3.52
347	SELECT		4.54
348	REJECT	3,5	2.68
349	SELECT		4.04
350	SELECT		4.50
351	SELECT		4.57
352	SELECT		5.20
353	SELECT		4.59
354	SELECT		4.26
355	SELECT		4.75
356	SELECT		5.04
357	SELECT		4.47
358	REJECT	5	2.86
359	SELECT		4.06
360	SELECT		4.93
361	REJECT	2,3,5	2.21
362	SELECT		4.34
363	SELECT		5.04
364	REJECT	5	3.02
365	SELECT		3.71
366	SELECT		4.22
367	SELECT		4.06
368	SELECT		3.81
369	SELECT		4.25
370	REJECT	5	3.03
371	SELECT		4.29
372	SELECT		5.27
373	SELECT		3.70
374	SELECT		4.99
375	SELECT		3.44
376	REJECT	5	2.91
377	SELECT		4.36
378	SELECT		4.47
379	SELECT		4.18
380	SELECT		4.34

TABLE 43 - Continued

TASK	INCLUSION (RELEVENCE)	RULE(S) APPLYING	Y-VALUE (LEVEL)
381	SELECT		4.56
382	SELECT		3.88
383	SELECT		3.56
384	SELECT		4.06
385	SELECT		3.79
386	SELECT		4.39
387	SELECT		4.45
388	SELECT		4.79
389	SELECT		3.81
390	REJECT	5	2.96
391	REJECT	5	2.94
392	SELECT		4.09
393	SELECT		3.73
394	SELECT		4.15
395	SELECT		4.50
396	SELECT		4.34
397	SELECT		5.10
398	SELECT		4.66
399	SELECT		4.77
400	SELECT		4.41
401	SELECT		4.98
402	SELECT		4.64
403	SELECT		4.69
404	SELECT		4.95
405	SELECT		3.72
406	SELECT		4.04
407	SELECT		5.62
408	SELECT		3.79
409	SELECT		3.68
410	SELECT		3.26
411	SELECT		4.56
412	SELECT		4.02
413	SELECT		3.69
414	REJECT	5	2.69
415	SELECT		4.75

TABLE 43 - Continued

TASK	INCLUSION (RELEVENCE)	RULE(S) APPLYING	Y-VALUE (LEVEL)
416	SELECT		4.52
417	SELECT		3.24
418	SELECT		5.00
419	SELECT		5.10
420	SELECT		5.17
421	REJECT	2,5	2.40
422	REJECT	2,5	2.66
423	REJECT	2,5	2.56
424	REJECT	5	2.68
425	SELECT		3.40
426	SELECT		3.47
427	SELECT		3.47
428	SELECT		4.47
429	SELECT		3.82
430	SELECT		4.35
431	REJECT	5	2.63
432	SELECT		4.81
433	SELECT		3.26
434	SELECT		3.29
435	SELECT		3.49
436	SELECT		3.54
437	SELECT		3.71
438	SELECT		3.52
439	SELECT		3.56
440	SELECT		3.39
441	SELECT		3.63
442	SELECT		3.52

Assistant Credit Manager

Employee respondents. Table 44 shows that 66.667 percent of the assistant credit manager respondents used the assistant credit manager job title. The respondents ranged from 0 to 25 years of experience in department store retailing, as reported in Table 45. A smaller range from 1 to 18 years of work experience as an assistant credit manager was presented in Table 46. On-the-job or self learned was the most frequent response to the location of training received to qualify as an assistant credit manager question (see Table 47).

TABLE 44

SUMMARY OF EMPLOYEE JOB TITLES FOR
ASSISTANT CREDIT MANAGER RESPONDENTS

JOB TITLE	Frequency	Cumulative Frequency	Percentage	Cumulative Percentage
Assistant Credit Manager	10	10	66.667	66.667
Credit Authorizer	1	11	6.667	73.333
Credit Office Supervisor	2	13	13.333	86.667
Other	2	15	13.333	100.000

TABLE 45

TOTAL NUMBER OF YEARS IN DEPARTMENT STORE RETAILING FOR THE ASSISTANT CREDIT MANAGER RESPONDENTS

Number of Years in Department Store Retailing	Frequency	Cumulative Frequency	Percentage	Cumulative Percentage
0	1	1	7.143	7.143
2	1	2	7.143	14.286
3	2	4	14.286	28.571
5	1	5	7.143	35.714
7	1	6	7.143	42.857
8	1	7	7.143	50.000
9	2	9	14.286	64.286
11	2	11	14.286	78.571
12	1	12	7.143	85.714
13	1	13	7.143	92.857
25	1	14	7.143	100.000

TABLE 46

THE NUMBER OF YEARS OF WORK EXPERIENCE AS AN ASSISTANT CREDIT MANAGER

Number of Years of Work Experience	Frequency	Cumulative Frequency	Percentage	Cumulative Percentage
0	1	1	6.667	6.667
1	6	7	40.000	46.667
3	2	9	13.333	60.000
8	2	11	13.333	73.333
9	1	12	6.667	80.000
11	1	13	6.667	86.667
12	1	14	6.667	93.333
18	1	15	6.667	100.000

TABLE 47

A SUMMARY OF LOCATIONS OF TRAINING RECEIVED TO QUALIFY AS AN ASSISTANT CREDIT MANAGER

TRAINING LOCATION	NO Frequency	 Percentage	YES Frequency	 Percentage
Senior High School (Secondary)	14	77.778	4	22.222
Technical Institute or Area Vocational-Technical	18	100.000		
Community or Junior College	18	100.000		
Two-year Branch College	18	100.000		
Equipment Manufacturer's Training Program	18	100.000		
On the Job (Self Learned)	5	27.778	13	72.222
Previous Work Experience in Other Types of Jobs	15	83.333	3	16.667
Public Vocational School (Secondary)	18	100.000		
Community Manpower Development Program	18	100.000		
Private Business, Trade or Technical School or College	17	94.444	1	5.556
Senior College or University	15	83.333	3	16.667
Employer-Sponsored Training Program	12	66.667	6	33.333
Formal Apprenticeship Program	17	94.444	1	5.556
Correspondence Courses	17	94.444	1	5.556
Other	18	100.000		

Supervisor respondents. As shown in Table 48, 80.000 percent of the supervisor respondents were credit managers. The number of years of work experience as the supervisor of an assistant credit manager ranged from 2 to 28 years (see Table 49).

TABLE 48

SUMMARY OF JOB TITLES FOR SUPERVISORS OF ASSISTANT CREDIT MANAGER RESPONDENTS

JOB TITLE	Frequency	Cumulative Frequency	Percentage	Cumulative Percentage
Credit Manager	12	12	80.000	80.000
Store Assistant Manager, Credit	1	13	6.667	86.667
Other	2	15	13.333	100.000

TABLE 49

THE NUMBER OF YEARS OF WORK EXPERIENCE AS THE SUPERVISOR OF AN ASSISTANT CREDIT MANAGER

Number of Years of Work Experience	Frequency	Cumulative Frequency	Percentage	Cumulative Percentage
2	2	2	12.500	12.500
4	2	4	12.500	25.000
5	2	6	12.500	37.500
6	2	8	12.500	50.000
7	2	10	12.500	62.500
10	2	12	12.500	75.000
11	1	13	6.250	81.250
14	1	14	6.250	87.500
15	1	15	6.250	93.750
28	1	16	6.250	100.000

Task relevancy and level of development. Table 50 presents 104 performance tasks relevant to the occupation of assistant credit manager.

TABLE 50

TASK INVENTORY DATA SUMMARY
ASSISTANT CREDIT MANAGER

TASK RELEVENCE AND LEVEL OF DEVELOPMENT

TASK	INCLUSION (RELEVENCE)	RULE(S) APPLYING	Y-VALUE (LEVEL)
1	REJECT	2,3,5	2.15
2	REJECT	2,3,5	2.25
3	REJECT	5	2.61
4	REJECT	2,3,5	1.90
5	REJECT	2,3,5	2.01
6	REJECT	3,5	2.41
7	REJECT	2,3,5	2.11
8	REJECT	2,3,5	2.04
9	REJECT	3,5	2.30
10	REJECT	2,3,5	1.90
11	REJECT	2,3,5	1.97
12	REJECT	2,3,5	2.01
13	REJECT	2,3,5	1.90
14	REJECT	2,3,5	2.15
15	REJECT	2,3,5	1.90
16	REJECT	2,3,5	1.90
17	REJECT	2,3,5	2.01
18	REJECT	2,3,5	2.04
19	REJECT	2,3,5	2.07
20	REJECT	2,3,5	1.90
21	REJECT	2,3,5	1.90
22	REJECT	2,3,5	1.90
23	REJECT	2,3,5	1.90
24	REJECT	2,3,5	1.90
25	REJECT	2,3,5	1.90
26	REJECT	5	2.43
27	REJECT	2,5	2.43
28	REJECT	2,3,5	1.90
29	REJECT	2,3,5	1.90
30	REJECT	2,3,5	2.07

TABLE 50 - Continued

TASK	INCLUSION (RELEVENCE)	RULE(S) APPLYING	Y-VALUE (LEVEL)
31	REJECT	2,3,5	2.36
32	REJECT	2,3,5	2.19
33	REJECT	2,3,5	2.10
34	REJECT	2,5	2.53
35	REJECT	2,3,5	2.19
36	REJECT	2,3,5	2.10
37	REJECT	2,3,5	2.29
38	REJECT	2,3,5	1.90
39	REJECT	2,3,5	1.90
40	REJECT	2,3,5	1.93
41	REJECT	2,3,5	1.90
42	REJECT	2,3,5	1.90
43	REJECT	2,3,5	1.90
44	REJECT	2,3,5	2.19
45	REJECT	2,3,5	1.90
46	REJECT	5	2.93
47	SELECT		3.67
48	SELECT		3.20
49	SELECT		3.37
50	SELECT		5.14
51	SELECT		5.76
52	REJECT	2,3,5	2.27
53	SELECT		4.78
54	SELECT		4.37
55	SELECT		4.28
56	REJECT	2,3,5	2.09
57	SELECT		4.40
58	SELECT		4.78
59	REJECT	2,5	2.63
60	SELECT		4.93
61	SELECT		5.55
62	SELECT		5.05
63	SELECT		4.58
64	SELECT		4.30
65	SELECT		4.70

TABLE 50 - Continued

TASK	INCLUSION (RELEVENCE)	RULE(S) APPLYING	Y-VALUE (LEVEL)
66	SELECT		3.99
67	SELECT		4.61
68	SELECT		5.55
69	SELECT		5.96
70	SELECT		4.08
71	SELECT		3.67
72	SELECT		3.40
73	SELECT		3.64
74	SELECT		3.34
75	SELECT		5.96
76	REJECT	5	2.99
77	REJECT	2,3,5	2.00
78	REJECT	2,5	2.36
79	REJECT	2,3,5	2.23
80	REJECT	2,3,5	2.16
81	REJECT	2,3,5	2.16
82	REJECT	2,3,5	2.20
83	REJECT	2,3,5	2.03
84	REJECT	2,3,5	1.93
85	REJECT	2,3,5	2.46
86	REJECT	2,3,5	1.93
87	REJECT	2,3,5	2.13
88	REJECT	2,3,5	2.23
89	REJECT	2,3,5	2.46
90	REJECT	2,3,5	2.16
91	REJECT	2,3,5	2.33
92	REJECT	2,3,5	2.33
93	REJECT	2,3,5	2.13
94	REJECT	2,3,5	2.20
95	REJECT	2,3,5	1.90
96	REJECT	2,3,5	2.13
97	REJECT	2,3,5	2.16
98	REJECT	2,3,5	1.97
99	REJECT	2,3,5	2.26
100	REJECT	2,3,5	2.23

TABLE 50 - Continued

TASK	INCLUSION (RELEVENCE)	RULE(S) APPLYING	Y-VALUE (LEVEL)
101	REJECT	2,5	2.30
102	REJECT	2,3,5	2.13
103	REJECT	2,3,5	1.93
104	REJECT	2,3,5	2.03
105	REJECT	2,3,5	2.13
106	REJECT	2,3,5	1.90
107	REJECT	2,3,5	2.13
108	REJECT	2,3,5	1.90
109	REJECT	2,3,5	2.07
110	REJECT	2,3,5	2.09
111	REJECT	2,3,5	2.07
112	REJECT	2,3,5	2.26
113	REJECT	2,3,5	1.90
114	REJECT	3,5	2.19
115	REJECT	2,3,5	1.97
116	REJECT	2,3,5	1.90
117	REJECT	5	2.66
118	REJECT	2,3,5	2.13
119	REJECT	2,3,5	2.13
120	REJECT	2,3,5	2.10
121	REJECT	2,3,5	2.10
122	REJECT	2,3,5	2.10
123	REJECT	2,3,5	2.03
124	REJECT	2,3,5	1.90
125	REJECT	2,3,5	1.90
126	REJECT	2,3,5	2.07
127	REJECT	2,3,5	2.69
128	REJECT	2,3,5	2.20
129	REJECT	2,3,5	2.00
130	REJECT	2,3,5	2.49
131	REJECT	2,3,5	2.07
132	REJECT	2,3,5	2.07
133	REJECT	2,3,5	2.53
134	REJECT	2,3,5	1.93
135	REJECT	5	2.60

TABLE 50 - Continued

TASK	INCLUSION (RELEVENCE)	RULE(S) APPLYING	Y-VALUE (LEVEL)
136	REJECT	2,3,5	2.07
137	REJECT	2,3,5	2.16
138	REJECT	2,3,5	1.97
139	REJECT	2,3,5	2.07
140	REJECT	2,3,5	2.00
141	REJECT	2,3,5	2.03
142	REJECT	2,3,5	2.00
143	REJECT	2,3,5	2.13
144	REJECT	2,3,5	1.90
145	REJECT	2,3,5	1.97
146	REJECT	2,3,5	1.97
147	REJECT	2,3,5	2.13
148	REJECT	2,3,5	1.90
149	REJECT	2,3,5	1.97
150	REJECT	2,3,5	1.93
151	REJECT	2,3,5	1.93
152	REJECT	2,3,5	1.90
153	REJECT	2,3,5	1.90
154	REJECT	2,3,5	1.90
155	REJECT	2,3,5	2.46
156	REJECT	2,3,5	1.90
157	REJECT	2,3,5	1.90
158	REJECT	2,3,5	1.90
159	REJECT	2,3,5	1.94
160	REJECT	2,3,5	1.94
161	REJECT	2,3,5	1.94
162	REJECT	2,3,5	1.94
163	REJECT	2,3,5	1.90
164	REJECT	2,3,5	1.90
165	REJECT	2,3,5	1.94
166	REJECT	2,3,5	1.90
167	REJECT	2,3,5	1.94
168	REJECT	2,3,5	2.15
169	REJECT	2,3,5	1.90
170	REJECT	2,3,5	1.90

TABLE 50 - Continued

TASK	INCLUSION (RELEVENCE)	RULE(S) APPLYING	Y-VALUE (LEVEL)
171	REJECT	2,3,5	1.90
172	REJECT	2,5	2.57
173	REJECT	2,3,5	2.08
174	REJECT	2,5	2.34
175	SELECT		5.76
176	SELECT		5.01
177	SELECT		3.40
178	SELECT		4.52
179	SELECT		4.73
180	SELECT		4.02
181	REJECT	5	3.04
182	SELECT		5.34
183	SELECT		3.87
184	SELECT		4.67
185	SELECT		4.37
186	SELECT		4.64
187	REJECT	2,3,5	1.93
188	SELECT		5.00
189	SELECT		4.93
190	REJECT	2,3,5	2.09
191	REJECT	2,3,5	2.47
192	REJECT	2,3,5	2.27
193	REJECT	5	3.10
194	REJECT	2,5	2.96
195	REJECT	2,5	2.82
196	REJECT	2,3,5	1.90
197	REJECT	2,3,5	1.90
198	SELECT		3.49
199	SELECT		4.71
200	REJECT	2,3,5	2.06
201	REJECT	2,3,5	2.06
202	REJECT	2,3,5	2.09
203	SELECT		4.64
204	SELECT		3.66
205	SELECT		4.06

TABLE 50 - Continued

TASK	INCLUSION (RELEVENCE)	RULE(S) APPLYING	Y-VALUE (LEVEL)
206	SELECT		4.70
207	SELECT		5.23
208	SELECT		4.84
209	REJECT	2,5	2.52
210	SELECT		4.26
211	REJECT	5	2.49
212	SELECT		3.49
213	REJECT	2,5	2.66
214	SELECT		5.46
215	SELECT		4.87
216	SELECT		6.67
217	REJECT	2,5	2.46
218	SELECT		3.41
219	REJECT	3,5	2.83
220	REJECT	2,3,5	2.41
221	SELECT		3.40
222	SELECT		4.34
223	REJECT	2,5	2.49
224	REJECT	2,3,5	2.06
225	REJECT	2,3,5	1.96
226	REJECT	2,3,5	1.93
227	REJECT	2,5	2.74
228	REJECT	2,5	2.79
229	SELECT		3.94
230	SELECT		4.20
231	REJECT	2,3,5	2.02
232	REJECT	2,3,5	2.24
233	REJECT	2,3,5	1.90
234	REJECT	2,3,5	1.90
235	REJECT	2,3,5	1.96
236	REJECT	2,5	2.91
237	REJECT	2,5	2.85
238	REJECT	2,5	2.79
239	REJECT	2,5	2.69
240	REJECT	2,3,5	1.93

TABLE 50 - Continued

TASK	INCLUSION (RELEVENCE)	RULE(S) APPLYING	Y-VALUE (LEVEL)
241	REJECT	2,3,5	1.90
242	REJECT	2,3,5	1.96
243	REJECT	2,3,5	2.09
244	SELECT		3.81
245	REJECT	2,3,5	2.06
246	REJECT	2,3,5	2.02
247	REJECT	2,3,5	2.02
248	REJECT	2,3,5	1.90
249	SELECT		3.64
250	REJECT	2,5	2.94
251	SELECT		4.78
252	SELECT		4.52
253	REJECT	2,3,5	1.90
254	SELECT		4.67
255	SELECT		4.73
256	SELECT		4.15
257	REJECT	2,3,5	1.99
258	SELECT		4.19
259	SELECT		5.14
260	SELECT		4.00
261	SELECT		4.20
262	REJECT	2,3,5	2.06
263	REJECT	5	2.55
264	SELECT		4.86
265	SELECT		3.18
266	SELECT		4.67
267	SELECT		4.31
268	SELECT		5.20
269	REJECT	2,3,5	1.96
270	SELECT		4.78
271	SELECT		4.77
272	SELECT		4.02
273	REJECT	2,3,5	1.93
274	REJECT	2,3,5	2.27
275	REJECT	2,3,5	1.93

TABLE 50 - Continued

TASK	INCLUSION (RELEVENCE)	RULE(S) APPLYING	Y-VALUE (LEVEL)
276	SELECT		5.54
277	SELECT		4.67
278	SELECT		5.37
279	SELECT		4.90
280	REJECT	2,3,5	1.96
281	REJECT	5	3.00
282	SELECT		3.70
283	REJECT	2,3,5	2.02
284	REJECT	2,3,5	2.27
285	REJECT	2,3,5	1.99
286	REJECT	2,5	2.62
287	SELECT		4.13
288	SELECT		3.40
289	REJECT	2,3,5	1.96
290	REJECT	2,3,5	1.96
291	REJECT	2,3,5	1.93
292	REJECT	2,3,5	2.47
293	SELECT		4.41
294	REJECT	2,3,5	2.02
295	REJECT	2,3,5	2.12
296	SELECT		4.64
297	SELECT		3.93
298	REJECT	2,5	2.34
299	REJECT	2,5	2.34
300	REJECT	2,3,5	1.93
301	REJECT	2,3,5	2.09
302	REJECT	2,3,5	1.90
303	REJECT	2,5	2.34
304	REJECT	2,5	2.59
305	REJECT	2,3,5	1.90
306	REJECT	3,5	2.26
307	SELECT		4.70
308	REJECT	2,5	2.34
309	REJECT	2,5	2.43
310	REJECT	2,3,5	2.09

TABLE 50 - Continued

TASK	INCLUSION (RELEVENCE)	RULE(S) APPLYING	Y-VALUE (LEVEL)
311	REJECT	5	3.08
312	REJECT	2,3,5	1.90
313	SELECT		4.05
314	SELECT		5.70
315	REJECT	2,3,5	2.12
316	SELECT		3.93
317	REJECT	2,3,5	2.12
318	REJECT	2,3,5	1.90
319	SELECT		4.02
320	REJECT	2,3,5	1.93
321	SELECT		3.98
322	REJECT	2,5	2.50
323	REJECT	2,3,5	2.10
324	REJECT	2,3,5	2.23
325	REJECT	2,3,5	1.90
326	REJECT	2,3,5	2.03
327	REJECT	2,3,5	2.26
328	REJECT	2,3,5	1.90
329	REJECT	2,3,5	1.90
330	REJECT	2,5	2.53
331	REJECT	2,3,5	2.00
332	REJECT	2,3,5	2.07
333	REJECT	2,3,5	1.93
334	REJECT	2,3,5	2.00
335	REJECT	2,3,5	2.20
336	REJECT	2,3,5	2.03
337	REJECT	5	2.40
338	REJECT	2,3,5	2.26
339	REJECT	2,3,5	2.00
340	REJECT	2,3,5	2.16
341	REJECT	2,3,5	1.90
342	REJECT	2,5	2.33
343	REJECT	2,5	2.33
344	REJECT	2,3,5	1.93
345	REJECT	2,3,5	2.07

TABLE 50 - Continued

TASK	INCLUSION (RELEVENCE)	RULE(S) APPLYING	Y-VALUE (LEVEL)
346	REJECT	2,3,5	2.10
347	REJECT	2,3,5	1.97
348	REJECT	2,3,5	1.90
349	REJECT	2,3,5	1.97
350	REJECT	2,3,5	1.93
351	REJECT	2,3,5	1.97
352	REJECT	2,3,5	2.07
353	REJECT	2,3,5	1.93
354	SELECT		3.63
355	REJECT	2,5	2.37
356	SELECT	2	3.19
357	REJECT	2,3,5	1.99
358	SELECT		5.25
359	SELECT		3.86
360	REJECT	5	3.05
361	REJECT	2,3,5	2.24
362	REJECT	2,3,5	1.93
363	REJECT	2,3,5	1.99
364	REJECT	5	2.84
365	REJECT	5	2.77
366	SELECT		3.22
367	SELECT		3.19
368	REJECT	2,5	2.55
369	REJECT	5	2.71
370	REJECT	2,3,5	1.93
371	REJECT	2,3,5	1.93
372	REJECT	2,3,5	1.93
373	REJECT	2,3,5	1.96
374	REJECT	2,3,5	2.02
375	SELECT		3.12
376	REJECT	2,3,5	1.90
377	REJECT	2,3,5	1.96
378	REJECT	2,3,5	1.96
379	REJECT	2,3,5	1.96
380	REJECT	2,3,5	1.93

TABLE 50 - Continued

TASK	INCLUSION (RELEVENCE)	RULE(S) APPLYING	Y-VALUE (LEVEL)
381	REJECT	2,3,5	1.93
382	REJECT	2,3,5	2.27
383	REJECT	2,3,5	2.24
384	REJECT	2,3,5	1.93
385	REJECT	2,3,5	2.19
386	REJECT	2,3,5	1.90
387	REJECT	2,3,5	1.90
388	REJECT	2,3,5	2.02
389	REJECT	2,3,5	1.90
390	REJECT	2,3,5	1.90
391	REJECT	2,3,5	1.93
392	REJECT	5	2.37
393	REJECT	5	2.87
394	REJECT	2,3,5	1.93
395	REJECT	2,3,5	1.99
396	REJECT	2,3,5	2.02
397	REJECT	2,3,5	2.02
398	REJECT	2,3,5	2.02
399	REJECT	2,3,5	2.12
400	SELECT		4.27
401	REJECT	2,3,5	2.02
402	REJECT	2,3,5	1.93
403	REJECT	2,3,5	2.06
404	REJECT	2,5	2.34
405	REJECT	5	3.08
406	REJECT	2,3,5	1.93
407	REJECT	2,3,5	1.93
408	REJECT	2,5	2.36
409	REJECT	2,3,5	1.90
410	REJECT	5	2.86
411	REJECT	2,5	2.36
412	SELECT		3.45
413	REJECT	5	2.93
414	REJECT	2,3,5	1.93
415	REJECT	2,3,5	1.93

TABLE 50 - Continued

TASK	INCLUSION (RELEVENCE)	RULE(S) APPLYING	Y-VALUE (LEVEL)
416	REJECT	2,3,5	2.00
417	REJECT	5	2.79
418	REJECT	2,3,5	1.90
419	REJECT	2,3,5	1.93
420	REJECT	2,3,5	1.90
421	SELECT		4.31
422	REJECT	3,5	2.13
423	SELECT		3.13
424	REJECT	5	2.99
425	REJECT	2,3,5	2.00
426	REJECT	2,3,5	2.10
427	REJECT	2,3,5	2.23
428	REJECT	2,3,5	2.03
429	REJECT	2,3,5	2.20
430	REJECT	2,3,5	2.10
431	REJECT	2,3,5	2.03
432	REJECT	2,3,5	2.13
433	REJECT	3,5	2.23
434	REJECT	5	2.83
435	REJECT	5	3.03
436	REJECT	5	2.96
437	SELECT		3.59
438	REJECT	5	2.93
439	REJECT	5	3.06
440	REJECT	5	3.06
441	SELECT		3.42
442	REJECT	5	2.83

Display Assistant

Employee respondents. Table 51 reveals that 75.000 percent of the respondents used assistant display manager as their job title. The number of years in department store retailing ranged from 1 to 11 years (see Table 52) while the number of years of work experience as a display assistant ranged from 1 to 25 years (see Table 53). On-the-job or self learned was the most frequent response shown in Table 54 to the question concerning the location of training received to qualify as a display assistant.

TABLE 51

SUMMARY OF EMPLOYEE JOB TITLES FOR DISPLAY ASSISTANT RESPONDENTS

JOB TITLE	Frequency	Cumulative Frequency	Percentage	Cumulative Percentage
Assistant Display Manager	9	9	75.000	75.000
Display Supervisor				
Other	3	12	25.000	100.000

TABLE 52

TOTAL NUMBER OF YEARS IN DEPARTMENT STORE RETAILING FOR THE DISPLAY ASSISTANT RESPONDENTS

Number of Years in Department Store Retailing	Frequency	Cumulative Frequency	Percentage	Cumulative Percentage
1	1	1	7.692	7.692
2	2	3	15.385	23.077
3	1	4	7.692	30.769
4	2	6	15.385	46.154
5	3	9	23.077	69.231
8	1	10	7.692	76.923
10	2	12	15.385	92.308
11	1	13	7.692	100.000

TABLE 53

THE NUMBER OF YEARS OF WORK EXPERIENCE AS A DISPLAY ASSISTANT

Number of Years of Work Experience	Frequency	Cumulative Frequency	Percentage	Cumulative Percentage
1	5	5	35.714	35.714
2	4	9	28.571	64.286
3	1	10	7.143	71.429
4	1	11	7.143	78.571
6	1	12	7.143	85.714
9	1	13	7.143	92.857
25	1	14	7.143	100.000

TABLE 54

A SUMMARY OF LOCATIONS OF TRAINING RECEIVED TO QUALIFY AS A DISPLAY ASSISTANT

TRAINING LOCATION	NO Frequency	NO Percentage	YES Frequency	YES Percentage
Senior High School (Secondary)	14	82.353	3	17.647
Technical Institute or Area Vocational-Technical	14	82.353	3	17.647
Community or Junior College	17	100.000		
Two-year Branch College	17	100.000		
Equipment Manufacturer's Training Program	16	94.118	1	5.882
On the Job (Self Learned)	3	17.647	14	82.353
Previous Work Experience in Other Types of Jobs	12	70.588	5	29.412
Public Vocational School (Secondary)	17	100.000		
Community Manpower Development Program	17	100.000		
Private Business, Trade or Technical School or College	16	94.118	1	5.882
Senior College or University	15	88.235	2	11.765
Employer-Sponsored Training Program	14	82.353	3	17.647
Formal Apprenticeship Program	15	88.235	2	11.765
Correspondence Courses	16	94.118	1	5.882
Other	15	88.235	2	11.765

Supervisor respondents. Table 55 indicates that 82.353 percent of the respondents were display managers. The respondents supervisory work experience ranged from 1 to 25 years as shown in Table 56.

TABLE 55

SUMMARY OF JOB TITLES FOR SUPERVISORS OF DISPLAY ASSISTANT RESPONDENTS

JOB TITLE	Frequency	Cumulative Frequency	Percentage	Cumulative Percentage
Display Manager	14	14	82.353	82.353
Display Coordinator	1	15	5.882	88.235
Other	2	17	11.765	100.000

TABLE 56

THE NUMBER OF YEARS OF WORK EXPERIENCE AS THE SUPERVISOR OF A DISPLAY ASSISTANT

Number of Years of Work Experience	Frequency	Cumulative Frequency	Percentage	Cumulative Percentage
1	1	1	6.250	6.250
2	4	5	25.000	31.250
3	3	8	18.750	50.000
4	2	10	12.500	62.500
8	1	11	6.250	68.750
12	1	12	6.250	75.000
17	1	13	6.250	81.250
20	1	14	6.250	87.500
24	1	15	6.250	93.750
25	1	16	6.250	100.000

Task relevance and level of development. There are 94 performance tasks, as shown in Table 57, relevant to the occupation of display assistant.

TABLE 57

TASK INVENTORY DATA SUMMARY
DISPLAY ASSISTANT

TASK RELEVENCE AND LEVEL OF DEVELOPMENT

TASK	INCLUSION (RELEVENCE)	RULE(S) APPLYING	Y-VALUE (LEVEL)
1	REJECT	3,5	2.38
2	REJECT	3,5	2.19
3	REJECT	5	2.84
4	REJECT	5	2.52
5	SELECT		3.25
6	SELECT		4.95
7	REJECT	5	2.99
8	REJECT	3,5	2.35
9	REJECT	2,3,5	2.06
10	REJECT	2,3,5	2.00
11	REJECT	2,3,5	1.97
12	REJECT	3,5	2.12
13	REJECT	5	2.40
14	REJECT	3,5	2.24
15	REJECT	3,5	2.80
16	REJECT	3,5	2.47
17	REJECT	5	3.08
18	REJECT	2,3,5	2.26
19	REJECT	3,5	2.20
20	REJECT	3,5	1.93
21	REJECT	3,5	2.61
22	REJECT	3,5	2.74
23	REJECT	2,3,5	1.90
24	REJECT	3,5	2.12
25	REJECT	5	2.84
26	SELECT		3.30
27	SELECT		3.85
28	REJECT	3,5	2.43
29	REJECT	3,5	2.16
30	SELECT		3.15

TABLE 57 - Continued

TASK	INCLUSION (RELEVENCE)	RULE(S) APPLYING	Y-VALUE (LEVEL)
31	REJECT	3,5	2.68
32	REJECT	5	2.66
33	REJECT	5	2.96
34	SELECT		4.72
35	REJECT	5	2.91
36	REJECT	5	2.69
37	REJECT	3,5	2.54
38	REJECT	3,5	2.90
39	REJECT	3,5	2.44
40	REJECT	5	2.69
41	REJECT	3,5	2.52
42	REJECT	3,5	2.38
43	REJECT	3,5	2.12
44	REJECT	3,5	2.77
45	REJECT	3,5	2.77
46	SELECT		3.40
47	SELECT		3.19
48	REJECT	3,5	2.20
49	REJECT	5	2.89
50	SELECT		3.85
51	SELECT		3.95
52	REJECT	3,5	1.90
53	SELECT		3.16
54	SELECT		3.24
55	REJECT	5	2.96
56	SELECT		4.57
57	REJECT	3,5	2.24
58	SELECT		3.16
59	REJECT	5	2.40
60	REJECT	5	3.06
61	REJECT	5	2.96
62	REJECT	3,5	2.26
63	SELECT		3.57
64	SELECT		4.22
65	SELECT		3.88

TABLE 57 - Continued

TASK	INCLUSION (RELEVENCE)	RULE(S) APPLYING	Y-VALUE (LEVEL)
66	SELECT		4.11
67	SELECT		4.50
68	SELECT		4.08
69	SELECT		4.30
70	REJECT	3,5	2.18
71	SELECT		3.84
72	REJECT	5	2.40
73	REJECT	5	2.94
74	REJECT	5	2.66
75	REJECT	5	2.66
76	SELECT		4.44
77	SELECT		5.90
78	SELECT		5.51
79	SELECT		5.87
80	SELECT		3.91
81	SELECT		6.12
82	SELECT		6.51
83	SELECT		5.06
84	SELECT		6.53
85	SELECT		5.58
86	SELECT		5.25
87	SELECT		6.51
88	SELECT		6.10
89	SELECT		6.62
90	SELECT		5.01
91	SELECT		6.17
92	SELECT		4.95
93	SELECT		6.06
94	SELECT		6.44
95	SELECT		6.38
96	SELECT		6.31
97	SELECT		6.61
98	SELECT		4.80
99	SELECT		6.69
100	SELECT		6.29

TABLE 57 - Continued

TASK	INCLUSION (RELEVENCE)	RULE(S) APPLYING	Y-VALUE (LEVEL)
101	SELECT		5.61
102	SELECT		5.24
103	SELECT		5.01
104	SELECT		4.54
105	SELECT		4.18
106	SELECT		4.84
107	SELECT		5.87
108	SELECT		4.93
109	SELECT		5.11
110	SELECT		5.21
111	SELECT		4.58
112	SELECT		5.93
113	SELECT		5.96
114	SELECT		7.23
115	SELECT		6.57
116	SELECT		5.87
117	SELECT		5.29
118	SELECT		5.59
119	SELECT		7.11
120	SELECT		6.47
121	SELECT		6.60
122	SELECT		5.10
123	SELECT		6.03
124	SELECT		4.62
125	SELECT		4.69
126	REJECT	5	3.07
127	SELECT		5.82
128	REJECT	3,5	2.13
129	REJECT	3,5	2.16
130	REJECT	3,5	2.33
131	REJECT	5	3.02
132	REJECT	5	2.89
133	REJECT	5	2.59
134	REJECT	5	2.30
135	REJECT	3,5	2.20

TABLE 57 - Continued

TASK	INCLUSION (RELEVENCE)	RULE(S) APPLYING	Y-VALUE (LEVEL)
136	REJECT	5	2.33
137	REJECT	3,5	2.10
138	REJECT	5	2.96
139	REJECT	5	2.46
140	REJECT	3,5	2.13
141	REJECT	3,5	2.25
142	REJECT	3,5	2.13
143	REJECT	3,5	2.16
144	REJECT	3,5	2.13
145	REJECT	5	2.36
146	REJECT	3,5	2.13
147	REJECT	3,5	2.13
148	REJECT	2,3,5	1.93
149	REJECT	3,5	2.16
150	REJECT	3,5	1.93
151	REJECT	3,5	2.49
152	REJECT	3,5	2.15
153	REJECT	5	2.40
154	REJECT	2,3,5	1.90
155	REJECT	3,5	2.45
156	REJECT	5	2.30
157	REJECT	5	2.69
158	REJECT	2,3,5	1.90
159	REJECT	5	2.60
160	REJECT	5	2.86
161	REJECT	5	2.50
162	REJECT	5	2.33
163	REJECT	3,5	2.46
164	REJECT	3,5	2.10
165	REJECT	5	2.40
166	REJECT	3,5	2.26
167	REJECT	3,5	2.03
168	REJECT	3,5	2.13
169	REJECT	3,5	2.16
170	REJECT	3,5	2.16

TABLE 57 - Continued

TASK	INCLUSION (RELEVENCE)	RULE(S) APPLYING	Y-VALUE (LEVEL)
171	REJECT	3,5	2.16
172	SELECT		3.55
173	REJECT	3,5	2.53
174	REJECT	3,5	2.49
175	REJECT	3,5	2.13
176	REJECT	3,5	2.03
177	REJECT	5	2.59
178	REJECT	5	2.69
179	REJECT	3,5	2.18
180	REJECT	3,5	2.18
181	REJECT	3,5	2.23
182	REJECT	5	2.59
183	REJECT	3,5	2.13
184	REJECT	3,5	2.13
185	REJECT	3,5	2.30
186	REJECT	5	2.63
187	REJECT	5	2.53
188	REJECT	5	2.73
189	REJECT	5	2.99
190	REJECT	3,5	2.49
191	REJECT	3,5	2.16
192	REJECT	3,5	2.16
193	REJECT	3,5	2.13
194	REJECT	3,5	2.00
195	REJECT	3,5	2.13
196	REJECT	3,5	2.07
197	REJECT	3,5	2.16
198	REJECT	3,5	2.26
199	REJECT	3,5	2.03
200	REJECT	5	2.89
201	REJECT	5	2.79
202	SELECT		3.22
203	REJECT	3,5	2.13
204	REJECT	5	2.30
205	REJECT	3,5	2.16

TABLE 57 - Continued

TASK	INCLUSION (RELEVENCE)	RULE(S) APPLYING	Y-VALUE (LEVEL)
206	REJECT	5	2.33
207	REJECT	5	2.79
208	REJECT	3,5	2.13
209	REJECT	5	2.46
210	REJECT	3,5	2.13
211	SELECT		3.19
212	REJECT	3,5	2.04
213	REJECT	3,5	2.10
214	REJECT	5	2.76
215	REJECT	5	2.86
216	REJECT	3,5	2.03
217	REJECT	3,5	1.93
218	SELECT		3.61
219	REJECT	3,5	2.13
220	REJECT	3,5	2.16
221	REJECT	3,5	2.07
222	REJECT	3,5	2.13
223	REJECT	3,5	2.03
224	REJECT	3,5	2.13
225	REJECT	5	2.78
226	REJECT	3,5	2.03
227	REJECT	3,5	2.07
228	REJECT	5	2.71
229	REJECT	3,5	2.13
230	REJECT	3,5	2.13
231	REJECT	3,5	2.13
232	REJECT	3,5	2.13
233	REJECT	3,5	2.20
234	REJECT	3,5	2.53
235	REJECT	3,5	2.16
236	REJECT	3,5	2.20
237	REJECT	3,5	2.23
238	REJECT	5	2.30
239	REJECT	3,5	2.26
240	REJECT	3,5	2.16

TABLE 57 - Continued

TASK	INCLUSION (RELEVENCE)	RULE(S) APPLYING	Y-VALUE (LEVEL)
241	REJECT	3,5	2.26
242	REJECT	5	2.30
243	REJECT	3,5	2.26
244	REJECT	3,5	2.03
245	REJECT	3,5	2.16
246	REJECT	3,5	2.07
247	REJECT	5	2.30
248	REJECT	3,5	1.90
249	REJECT	3,5	2.07
250	REJECT	3,5	2.07
251	REJECT	5	2.63
252	REJECT	5	2.63
253	REJECT	5	2.30
254	REJECT	3,5	2.13
255	REJECT	3,5	2.13
256	REJECT	5	2.46
257	REJECT	5	2.33
258	REJECT	5	2.30
259	REJECT	3,5	2.13
260	REJECT	5	2.33
261	REJECT	3,5	2.26
262	REJECT	3,5	2.23
263	REJECT	3,5	2.29
264	REJECT	3,5	2.13
265	REJECT	5	2.76
266	SELECT		3.35
267	REJECT	3,5	2.13
268	REJECT	3,5	2.13
269	REJECT	5	3.09
270	REJECT	3,5	2.04
271	REJECT	5	2.66
272	REJECT	3,5	1.90
273	REJECT	5	2.36
274	REJECT	5	2.40
275	REJECT	5	2.83

TABLE 57 - Continued

TASK	INCLUSION (RELEVENCE)	RULE(S) APPLYING	Y-VALUE (LEVEL)
276	REJECT	3,5	2.13
277	REJECT	3,5	1.90
278	SELECT		3.62
279	REJECT	5	2.76
280	REJECT	3,5	2.26
281	REJECT	3,5	1.90
282	REJECT	3,5	2.13
283	REJECT	3,5	2.13
284	REJECT	5	2.86
285	REJECT	3,5	2.07
286	REJECT	5	2.50
287	REJECT	5	2.56
288	REJECT	3,5	2.03
289	REJECT	5	2.33
290	REJECT	5	2.46
291	REJECT	5	2.30
292	REJECT	5	2.83
293	REJECT	3,5	2.13
294	REJECT	3,5	2.13
295	REJECT	5	2.33
296	REJECT	3,5	2.49
297	REJECT	3,5	2.00
298	REJECT	3,5	2.23
299	REJECT	3,5	2.23
300	REJECT	5	2.36
301	REJECT	3,5	2.16
302	REJECT	3,5	1.90
303	REJECT	3,5	2.15
304	REJECT	3,5	2.15
305	REJECT	3,5	2.29
306	REJECT	3,5	1.90
307	REJECT	3,5	2.15
308	REJECT	3,5	2.15
309	REJECT	3,5	2.15
310	REJECT	3,5	2.25

TABLE 57 - Continued

TASK	INCLUSION (RELEVENCE)	RULE(S) APPLYING	Y-VALUE (LEVEL)
311	REJECT	3,5	2.04
312	REJECT	3,5	2.22
313	REJECT	3,5	2.55
314	REJECT	3,5	2.15
315	REJECT	3,5	2.30
316	REJECT	3,5	2.04
317	REJECT	5	2.39
318	REJECT	5	2.64
319	REJECT	3,5	2.15
320	REJECT	5	2.32
321	REJECT	3,5	2.15
322	REJECT	5	2.57
323	REJECT	3,5	2.22
324	REJECT	5	3.00
325	REJECT	5	2.57
326	REJECT	5	3.07
327	SELECT		3.17
328	SELECT		3.10
329	REJECT	3,5	2.11
330	REJECT	5	2.36
331	REJECT	5	2.39
332	REJECT	5	2.85
333	REJECT	5	2.61
334	REJECT	5	2.75
335	REJECT	5	2.96
336	SELECT		3.26
337	REJECT	5	2.68
338	REJECT	3,5	1.94
339	REJECT	5	3.04
340	REJECT	5	2.69
341	REJECT	3,5	2.16
342	SELECT		3.68
343	REJECT	5	2.62
344	SELECT		3.19
345	REJECT	5	2.32

TABLE 57 - Continued

TASK	INCLUSION (RELEVENCE)	RULE(S) APPLYING	Y-VALUE (LEVEL)
346	REJECT	3,5	2.20
347	REJECT	5	2.81
348	REJECT	3,5	2.13
349	REJECT	5	2.65
350	REJECT	5	2.52
351	REJECT	5	2.62
352	REJECT	5	2.62
353	SELECT		3.69
354	REJECT	5	2.69
355	REJECT	5	2.71
356	REJECT	5	2.39
357	REJECT	5	2.62
358	REJECT	3,5	2.15
359	REJECT	5	2.32
360	REJECT	5	2.36
361	REJECT	3,5	1.90
362	REJECT	5	2.68
363	SELECT		3.89
364	REJECT	3,5	2.15
365	REJECT	5	2.32
366	REJECT	3,5	2.29
367	REJECT	3,5	2.25
368	REJECT	3,5	2.18
369	REJECT	5	2.50
370	REJECT	3,5	2.25
371	REJECT	5	2.36
372	REJECT	5	2.75
373	SELECT		3.24
374	REJECT	5	2.47
375	REJECT	5	2.36
376	REJECT	5	2.39
377	SELECT		3.24
378	REJECT	5	2.66
379	REJECT	5	2.69
380	REJECT	5	2.61

TABLE 57 - Continued

TASK	INCLUSION (RELEVENCE)	RULE(S) APPLYING	Y-VALUE (LEVEL)
381	REJECT	5	2.66
382	REJECT	5	2.76
383	REJECT	5	2.32
384	REJECT	5	2.50
385	REJECT	3,5	2.18
386	REJECT	5	2.39
387	REJECT	3,5	2.55
388	REJECT	5	2.61
389	REJECT	3,5	1.90
390	REJECT	3,5	1.90
391	REJECT	3,5	2.15
392	REJECT	5	2.47
393	REJECT	3,5	2.29
394	SELECT		3.13
395	REJECT	5	2.91
396	SELECT		3.15
397	REJECT	5	3.00
398	SELECT		3.31
399	REJECT	5	3.00
400	REJECT	5	2.92
401	REJECT	5	2.64
402	SELECT		3.28
403	REJECT	5	2.61
404	SELECT		3.26
405	REJECT	3,5	2.55
406	REJECT	5	2.83
407	REJECT	5	2.47
408	REJECT	5	2.39
409	REJECT	3,5	2.25
410	REJECT	3,5	2.15
411	REJECT	5	2.32
412	REJECT	5	2.36
413	REJECT	5	2.36
414	REJECT	5	2.95
415	REJECT	5	2.75

TABLE 57 - Continued

TASK	INCLUSION (RELEVENCE)	RULE(S) APPLYING	Y-VALUE (LEVEL)
416	REJECT	5	3.00
417	REJECT	3,5	2.11
418	REJECT	5	2.39
419	REJECT	5	2.78
420	REJECT	3,5	2.22
421	REJECT	3,5	2.15
422	REJECT	5	2.43
423	REJECT	3,5	2.15
424	REJECT	3,5	2.15
425	SELECT		3.26
426	REJECT	3,5	2.15
427	REJECT	3,5	2.22
428	REJECT	5	2.89
429	REJECT	5	2.78
430	REJECT	5	2.85
431	REJECT	3,5	2.29
432	REJECT	5	2.64
433	REJECT	5	2.36
434	REJECT	5	2.54
435	REJECT	3,5	2.22
436	REJECT	5	2.36
437	REJECT	5	2.36
438	REJECT	5	2.36
439	REJECT	5	2.36
440	REJECT	5	2.36
441	REJECT	5	2.36
442	REJECT	5	2.36

Receiving Department Assistant

Employee respondents. Table 58 indicates that 45.000 percent of the respondents used the job title of assistant receiving manager while 35.000 percent of the respondents used the job title of receiving department assistant. The number of years in department store retailing ranged from 1 to 15 years (see Table 59) with the same range from 1 to 15 years (see Table 60) for the number of years of work experience as a receiving department assistant. On-the-job (self learned) was the most frequent response to the location of training received to qualify as a receiving department assistant (see Table 61).

TABLE 58

SUMMARY OF EMPLOYEE JOB TITLES FOR RECEIVING DEPARTMENT ASSISTANT RESPONDENTS

JOB TITLE	Frequency	Cumulative Frequency	Percentage	Cumulative Percentage
Assistant Receiving Manager	9	9	45.000	45.000
Receiving Department Assistant	7	16	35.000	80.000
Checker	2	18	10.000	90.000
Other	2	20	10.000	100.000

TABLE 59

TOTAL NUMBER OF YEARS IN DEPARTMENT STORE RETAILING FOR THE RECEIVING DEPARTMENT ASSISTANT RESPONDENTS

Number of Years in Department Store Retailing	Frequency	Cumulative Frequency	Percentage	Cumulative Percentage
1	1	1	5.882	5.882
2	1	2	5.882	11.765
3	3	5	17.647	29.412
4	3	8	17.647	47.059
5	3	11	17.647	64.706
6	1	12	5.882	70.588
7	1	13	5.882	76.471
10	3	16	17.647	94.118
15	1	17	5.882	100.000

TABLE 60

THE NUMBER OF YEARS OF WORK EXPERIENCE AS A RECEIVING DEPARTMENT ASSISTANT

Number of Years of Work Experience	Frequency	Cumulative Frequency	Percentage	Cumulative Percentage
1	3	3	15.789	15.789
3	9	12	47.368	63.158
5	2	14	10.526	73.684
6	1	15	5.263	78.947
8	1	16	5.263	84.211
10	1	17	5.263	89.474
14	1	18	5.263	94.737
15	1	19	5.263	100.000

TABLE 61

A SUMMARY OF LOCATIONS OF TRAINING RECEIVED TO QUALIFY AS A RECEIVING DEPARTMENT ASSISTANT

TRAINING LOCATION	NO Frequency	 Percentage	YES Frequency	 Percentage
Senior High School (Secondary)	14	70.000	6	30.000
Technical Institute or Area Vocational-Technical	19	95.000	1	5.000
Community or Junior College	18	90.000	2	10.000
Two-year Branch College	19	95.000	1	5.000
Equipment Manufacturer's Training Program	20	100.000		
On the Job (Self Learned)	3	15.000	17	85.000
Previous Work Experience in Other Types of Jobs	14	70.000	6	30.000
Public Vocational School (Secondary)	19	95.000	1	5.000
Community Manpower Development Program	20	100.000		
Private Business, Trade or Technical School or College	20	100.000		
Senior College or University	19	95.000	1	5.000
Employer-Sponsored Training Program	19	95.000	1	5.000
Formal Apprenticeship Program	20	100.000		
Correspondence Courses	20	100.000		
Other	19	95.000	1	5.000

Supervisor respondents. Examination of Table 62 revealed that 61.111 of the respondents used the job title of receiving manager. The number of years of work experience as the supervisor of receiving department assistants ranged from 1 to 23 years (refer to Table 63).

TABLE 62

SUMMARY OF JOB TITLES FOR SUPERVISORS OF RECEIVING DEPARTMENT ASSISTANT RESPONDENTS

JOB TITLE	Frequency	Cumulative Frequency	Percentage	Cumulative Percentage
Receiving Manager	11	11	61.111	61.111
Receiving Supervisor	4	15	22.222	83.333
Other	3	18	16.667	100.000

TABLE 63

THE NUMBER OF YEARS OF WORK EXPERIENCE AS THE SUPERVISOR OF A RECEIVING DEPARTMENT ASSISTANT

Number of Years of Work Experience	Frequency	Cumulative Frequency	Percentage	Cumulative Percentage
1	2	2	10.526	10.526
2	2	4	10.526	21.053
3	3	7	15.789	36.842
4	2	9	10.526	47.368
5	1	10	5.263	52.632
8	1	11	5.263	57.895
12	2	13	10.526	68.421
15	2	15	10.526	78.947
16	1	16	5.263	84.211
18	2	18	10.526	94.737
23	1	19	5.263	100.000

Task relevance and level of development. Table 64 shows that 68 performance tasks were relevant to the occupation of receiving department assistant.

TABLE 64

TASK INVENTORY DATA SUMMARY
RECEIVING DEPARTMENT ASSISTANT

TASK RELEVENCE AND LEVEL OF DEVELOPMENT

TASK	INCLUSION (RELEVENCE)	RULE(S) APPLYING	Y-VALUE (LEVEL)
1	REJECT	2,3,5	1.90
2	REJECT	2,3,5	1.92
3	REJECT	5	2.08
4	REJECT	2,3,5	1.99
5	REJECT	2,3,5	2.02
6	REJECT	3,5	2.27
7	REJECT	2,3,5	1.97
8	REJECT	2,3,5	1.90
9	REJECT	2,3,5	1.90
10	REJECT	2,3,5	1.90
11	REJECT	2,3,5	1.92
12	REJECT	2,3,5	1.92
13	REJECT	2,3,5	2.02
14	REJECT	2,3,5	2.02
15	REJECT	2,3,5	1.90
16	REJECT	2,3,5	1.90
17	REJECT	5	2.36
18	REJECT	2,3,5	2.08
19	REJECT	2,3,5	1.90
20	REJECT	2,3,5	1.90
21	REJECT	2,3,5	2.00
22	REJECT	2,3,5	1.90
23	REJECT	2,3,5	1.95
24	REJECT	2,3,5	1.90
25	REJECT	2,3,5	2.12
26	REJECT	5	2.45
27	REJECT	2,3,5	2.21
28	REJECT	2,3,5	1.90
29	REJECT	2,3,5	1.90
30	REJECT	2,3,5	2.14

TABLE 64 - Continued

TASK	INCLUSION (RELEVENCE)	RULE(S) APPLYING	Y-VALUE (LEVEL)
31	REJECT	2,3,5	1.90
32	REJECT	2,3,5	1.90
33	REJECT	2,3,5	2.14
34	REJECT	5	2.85
35	REJECT	2,3,5	1.90
36	REJECT	2,3,5	1.90
37	REJECT	2,3,5	1.90
38	REJECT	2,3,5	1.90
39	REJECT	2,3,5	1.90
40	REJECT	2,3,5	1.90
41	REJECT	2,3,5	1.90
42	REJECT	2,3,5	1.90
43	REJECT	2,3,5	1.90
44	REJECT	2,3,5	1.90
45	REJECT	2,3,5	1.90
46	REJECT	5	3.03
47	REJECT	5	2.80
48	REJECT	2,3,5	2.22
49	REJECT	3,5	2.43
50	SELECT		3.35
51	SELECT		3.83
52	REJECT	2,3,5	2.06
53	SELECT		3.28
54	SELECT		3.44
55	REJECT	5	2.55
56	REJECT	2,3,5	2.00
57	REJECT	2,3,5	2.04
58	SELECT		3.21
59	REJECT	5	2.70
60	SELECT		3.74
61	SELECT		3.58
62	REJECT	2,3,5	2.02
63	REJECT	5	2.67
64	REJECT	5	2.61
65	SELECT		3.67

TABLE 64 - Continued

TASK	INCLUSION (RELEVENCE)	RULE(S) APPLYING	Y-VALUE (LEVEL)
66	SELECT		3.40
67	REJECT	5	2.72
68	SELECT		3.38
69	SELECT		3.91
70	REJECT	3,5	3.01
71	REJECT	5	2.33
72	REJECT	2,3,5	2.36
73	REJECT	5	2.60
74	REJECT	3,5	2.27
75	REJECT	5	2.70
76	SELECT		3.21
77	REJECT	2,3,5	2.15
78	REJECT	2,3,5	2.20
79	REJECT	2,3,5	1.97
80	REJECT	2,3,5	1.90
81	REJECT	3,5	2.18
82	REJECT	2,3,5	2.22
83	REJECT	3,5	2.08
84	REJECT	2,3,5	1.97
85	REJECT	2,3,5	2.02
86	REJECT	2,3,5	1.90
87	REJECT	2,3,5	2.02
88	REJECT	2,3,5	2.02
89	REJECT	2,3,5	2.00
90	REJECT	2,3,5	1.90
91	REJECT	2,3,5	1.97
92	REJECT	2,3,5	2.00
93	REJECT	2,3,5	2.16
94	REJECT	2,3,5	2.24
95	REJECT	2,3,5	1.90
96	REJECT	5	2.38
97	REJECT	2,3,5	2.24
98	REJECT	2,3,5	2.14
99	REJECT	2,3,5	2.12
100	REJECT	2,3,5	2.00

TABLE 64 - Continued

TASK	INCLUSION (RELEVENCE)	RULE(S) APPLYING	Y-VALUE (LEVEL)
101	REJECT	2,3,5	1.90
102	REJECT	2,3,5	2.12
103	REJECT	2,3,5	2.29
104	REJECT	2,3,5	2.12
105	REJECT	2,3,5	2.12
106	REJECT	2,3,5	1.90
107	REJECT	2,3,5	2.11
108	REJECT	2,3,5	2.27
109	REJECT	2,3,5	1.90
110	REJECT	2,3,5	1.90
111	REJECT	2,3,5	1.95
112	REJECT	3,5	2.29
113	REJECT	3,5	2.27
114	REJECT	2,3,5	2.02
115	REJECT	2,3,5	2.08
116	REJECT	2,3,5	2.04
117	REJECT	2,3,5	2.04
118	REJECT	2,3,5	1.92
119	REJECT	2,3,5	2.04
120	REJECT	2,3,5	1.92
121	REJECT	2,3,5	2.11
122	REJECT	2,3,5	1.97
123	REJECT	2,3,5	1.92
124	REJECT	2,3,5	1.92
125	REJECT	2,3,5	1.92
126	REJECT	2,3,5	1.97
127	REJECT	2,3,5	2.00
128	REJECT	3,5	2.32
129	REJECT	2,3,5	2.04
130	REJECT	2,3,5	2.04
131	REJECT	5	2.61
132	REJECT	5	2.63
133	REJECT	2,3,5	2.27
134	REJECT	2,3,5	2.16
135	REJECT	5	2.83

TABLE 64 - Continued

TASK	INCLUSION (RELEVENCE)	RULE(S) APPLYING	Y-VALUE (LEVEL)
136	REJECT	3,5	2.32
137	REJECT	3,5	2.32
138	SELECT		4.85
139	REJECT	2,3,5	2.09
140	REJECT	2,3,5	2.12
141	REJECT	2,3,5	1.95
142	REJECT	3,5	2.75
143	REJECT	2,3,5	2.33
144	REJECT	2,3,5	2.17
145	REJECT	2,3,5	2.52
146	REJECT	2,3,5	1.92
147	REJECT	2,3,5	1.92
148	REJECT	2,3,5	1.92
149	REJECT	2,3,5	2.27
150	REJECT	2,3,5	2.06
151	REJECT	5	2.59
152	REJECT	2,3,5	1.97
153	REJECT	2,3,5	1.97
154	REJECT	2,3,5	1.92
155	REJECT	2,3,5	1.95
156	REJECT	2,3,5	2.58
157	SELECT		3.35
158	REJECT	2,3,5	2.08
159	REJECT	5	2.36
160	REJECT	5	2.48
161	REJECT	2,3,5	2.02
162	REJECT	2,3,5	2.00
163	REJECT	2,3,5	1.95
164	REJECT	5	2.70
165	REJECT	5	3.08
166	REJECT	3,5	2.21
167	REJECT	2,3,5	2.25
168	REJECT	5	2.38
169	REJECT	2,3,5	2.19
170	REJECT	2,3,5	2.16

TABLE 64 - Continued

TASK	INCLUSION (RELEVENCE)	RULE(S) APPLYING	Y-VALUE (LEVEL)
171	REJECT	2,3,5	2.46
172	SELECT		3.29
173	REJECT	5	2.61
174	REJECT	5	2.93
175	REJECT	2,3,5	1.97
176	REJECT	2,3,5	1.92
177	REJECT	3,5	2.54
178	REJECT	5	2.63
179	REJECT	2,3,5	1.95
180	REJECT	2,3,5	1.92
181	REJECT	2,3,5	2.04
182	REJECT	3,5	2.36
183	REJECT	2,3,5	2.02
184	REJECT	2,3,5	1.95
185	REJECT	5	3.00
186	SELECT		3.20
187	SELECT		3.86
188	SELECT		3.33
189	SELECT		3.37
190	SELECT		3.54
191	REJECT	2,3,5	1.95
192	REJECT	2,3,5	2.02
193	REJECT	2,3,5	1.97
194	REJECT	3,5	2.69
195	REJECT	2,3,5	2.34
196	REJECT	2,3,5	2.25
197	REJECT	3,5	2.76
198	REJECT	2,3,5	2.04
199	REJECT	2,3,5	2.07
200	SELECT		3.41
201	SELECT		5.45
202	SELECT		4.16
203	REJECT	2,3,5	1.92
204	REJECT	2,3,5	2.37
205	REJECT	3,5	2.24

TABLE 64 - Continued

TASK	INCLUSION (RELEVENCE)	RULE(S) APPLYING	Y-VALUE (LEVEL)
206	SELECT		3.36
207	SELECT		3.60
208	REJECT	2,3,5	2.02
209	REJECT	3,5	2.76
210	REJECT	2,3,5	1.92
211	SELECT		4.26
212	REJECT	2,3,5	1.90
213	REJECT	5	3.02
214	SELECT		3.35
215	SELECT		3.28
216	REJECT	2,3,5	2.40
217	REJECT	5	3.00
218	REJECT	3,5	2.27
219	REJECT	2,3,5	2.06
220	REJECT	5	2.96
221	REJECT	3,5	2.52
222	REJECT	5	2.38
223	SELECT		3.16
224	REJECT	2,3,5	2.11
225	REJECT	3,5	2.20
226	SELECT		3.24
227	REJECT	5	2.41
228	REJECT	5	2.56
229	REJECT	2,3,5	2.20
230	REJECT	2,3,5	1.95
231	REJECT	2,3,5	1.90
232	REJECT	5	2.50
233	SELECT		3.42
234	SELECT		3.30
235	REJECT	5	2.68
236	REJECT	5	2.78
237	REJECT	5	2.79
238	REJECT	5	2.92
239	REJECT	5	2.78
240	REJECT	3,5	2.54

TABLE 64 - Continued

TASK	INCLUSION (RELEVENCE)	RULE(S) APPLYING	Y-VALUE (LEVEL)
241	REJECT	2,3,5	2.02
242	REJECT	5	2.78
243	SELECT		4.85
244	REJECT	2,3,5	2.04
245	SELECT		4.29
246	SELECT		3.76
247	SELECT		3.86
248	REJECT	2,3,5	1.95
249	SELECT		3.43
250	REJECT	2,3,5	2.09
251	REJECT	5	2.73
252	REJECT	5	2.73
253	SELECT		3.47
254	REJECT	2,3,5	1.97
255	REJECT	2,3,5	2.06
256	REJECT	5	2.75
257	SELECT		4.47
258	REJECT	5	2.86
259	REJECT	2,3,5	2.00
260	SELECT		3.25
261	REJECT	2,3,5	2.12
262	SELECT		3.78
263	REJECT	2,3,5	1.99
264	REJECT	2,3,5	2.06
265	SELECT		3.93
266	SELECT		3.69
267	REJECT	2,3,5	1.97
268	REJECT	2,3,5	2.00
269	SELECT		5.34
270	SELECT		3.50
271	SELECT		3.64
272	REJECT	2,3,5	1.90
273	REJECT	5	2.84
274	SELECT		4.04
275	SELECT		4.78

TABLE 64 - Continued

TASK	INCLUSION (RELEVENCE)	RULE(S) APPLYING	Y-VALUE (LEVEL)
276	REJECT	2,3,5	2.04
277	REJECT	2,3,5	1.90
278	SELECT		3.55
279	REJECT	5	2.94
280	REJECT	3,5	2.21
281	REJECT	2,3,5	2.02
282	REJECT	2,3,5	2.09
283	SELECT		3.49
284	SELECT		3.28
285	REJECT	5	2.66
286	SELECT		4.24
287	REJECT	5	2.94
288	REJECT	2,3,5	1.95
289	SELECT		4.85
290	SELECT		5.96
291	SELECT		4.57
292	SELECT		5.23
293	REJECT	2,3,5	2.02
294	REJECT	2,3,5	1.99
295	REJECT	3,5	2.29
296	REJECT	5	3.05
297	REJECT	5	2.91
298	REJECT	5	2.48
299	REJECT	5	2.98
300	REJECT	5	2.96
301	SELECT		3.14
302	REJECT	2,3,5	1.92
303	REJECT	3,5	1.92
304	REJECT	3,5	1.92
305	SELECT		3.31
306	REJECT	2,3,5	1.90
307	REJECT	2,3,5	1.90
308	REJECT	5	2.53
309	REJECT	3,5	2.07
310	REJECT	2,3,5	2.04

TABLE 64 - Continued

TASK	INCLUSION (RELEVENCE)	RULE(S) APPLYING	Y-VALUE (LEVEL)
311	REJECT	2,3,5	1.92
312	REJECT	2,3,5	2.02
313	REJECT	2,3,5	2.37
314	REJECT	2,3,5	2.00
315	REJECT	2,3,5	1.92
316	REJECT	2,3,5	1.92
317	SELECT		3.25
318	SELECT		4.14
319	REJECT	2,3,5	1.95
320	REJECT	2,3,5	1.90
321	REJECT	2,3,5	1.90
322	REJECT	2,3,5	2.29
323	REJECT	2,3,5	2.25
324	REJECT	5	2.73
325	REJECT	5	2.75
326	REJECT	5	2.84
327	SELECT		3.42
328	SELECT		3.26
329	REJECT	2,3,5	2.13
330	REJECT	2,3,5	2.04
331	REJECT	3,5	2.29
332	SELECT		3.12
333	REJECT	2,5	2.45
334	REJECT	3,5	2.18
335	REJECT	2,3,5	2.11
336	REJECT	2,5	2.38
337	REJECT	2,3,5	2.09
338	REJECT	2,3,5	1.97
339	REJECT	2,3,5	2.16
340	REJECT	5	2.73
341	REJECT	2,3,5	2.17
342	REJECT	2,3,5	2.14
343	REJECT	3,5	2.26
344	REJECT	2,3,5	2.04
345	REJECT	2,3,5	2.07

TABLE 64 - Continued

TASK	INCLUSION (RELEVENCE)	RULE(S) APPLYING	Y-VALUE (LEVEL)
346	REJECT	2,3,5	2.02
347	REJECT	5	2.55
348	REJECT	2,3,5	2.02
349	REJECT	2,3,5	2.26
350	REJECT	2,3,5	1.92
351	REJECT	2,3,5	2.21
352	REJECT	2,3,5	2.19
353	REJECT	2,3,5	1.90
354	REJECT	2,3,5	1.99
355	REJECT	2,3,5	2.04
356	REJECT	2,3,5	2.13
357	REJECT	2,3,5	1.99
358	REJECT	2,3,5	1.95
359	REJECT	2,3,5	2.02
360	REJECT	3,5	2.11
361	REJECT	2,3,5	2.04
362	SELECT		3.49
363	REJECT	5	2.48
364	REJECT	2,3,5	2.04
365	REJECT	2,3,5	2.02
366	REJECT	2,3,5	2.04
367	REJECT	2,3,5	2.06
368	REJECT	2,5	2.68
369	REJECT	2,3,5	2.22
370	REJECT	2,3,5	1.90
371	SELECT		3.97
372	REJECT	2,5	2.43
373	REJECT	5	2.65
374	REJECT	2,3,5	1.95
375	REJECT	2,3,5	2.25
376	REJECT	5	2.48
377	REJECT	2,3,5	2.09
378	REJECT	2,3,5	2.07
379	REJECT	2,3,5	2.07
380	REJECT	2,3,5	2.00

TABLE 64 - Continued

TASK	INCLUSION (RELEVENCE)	RULE(S) APPLYING	Y-VALUE (LEVEL)
381	REJECT	2,3,5	2.00
382	REJECT	2,3,5	2.02
383	REJECT	2,3,5	2.09
384	REJECT	2,3,5	1.97
385	REJECT	2,3,5	1.97
386	REJECT	2,3,5	2.02
387	REJECT	2,3,5	2.00
388	REJECT	2,3,5	2.02
389	REJECT	2,3,5	1.97
390	REJECT	2,3,5	1.92
391	REJECT	2,3,5	1.95
392	REJECT	2,3,5	2.25
393	REJECT	2,5	2.55
394	REJECT	5	2.45
395	REJECT	2,3,5	2.25
396	REJECT	2,3,5	2.22
397	REJECT	5	2.34
398	REJECT	2,5	2.50
399	REJECT	2,5	2.31
400	REJECT	2,5	2.82
401	REJECT	5	2.66
402	REJECT	5	2.36
403	REJECT	5	2.68
404	SELECT		3.83
405	REJECT	2,3,5	2.06
406	SELECT		4.38
407	REJECT	2,3,5	2.22
408	REJECT	2,3,5	2.02
409	REJECT	2,3,5	2.34
410	REJECT	2,3,5	2.46
411	REJECT	3,5	2.26
412	REJECT	2,3,5	2.29
413	REJECT	2,3,5	2.25
414	REJECT	5	2.38
415	REJECT	5	2.74

TABLE 64 - Continued

TASK	INCLUSION (RELEVENCE)	RULE(S) APPLYING	Y-VALUE (LEVEL)
416	REJECT	5	2.45
417	REJECT	2,3,5	2.29
418	REJECT	5	2.48
419	REJECT	5	2.58
420	REJECT	2,3,5	2.29
421	REJECT	2,3,5	2.02
422	REJECT	3,5	2.44
423	REJECT	2,3,5	1.90
424	REJECT	2,3,5	1.97
425	REJECT	2,3,5	2.12
426	REJECT	5	2.43
427	REJECT	5	2.48
428	REJECT	2,5	2.36
429	REJECT	2,3,5	2.27
430	REJECT	2,3,5	2.20
431	REJECT	2,3,5	2.02
432	SELECT		3.51
433	REJECT	5	2.64
434	REJECT	5	2.93
435	REJECT	2,3,5	2.06
436	REJECT	2,3,5	2.22
437	REJECT	2,3,5	2.36
438	REJECT	2,3,5	2.08
439	REJECT	2,3,5	2.18
440	REJECT	2,3,5	2.02
441	REJECT	2,3,5	2.33
442	REJECT	2,3,5	1.99

Professional Salesperson.

Employee respondents. Table 65 shows that 89.474 percent of the respondents used the job title of professional salesperson. A range from 2 to 18 years in department store retailing was reported in Table 66 with a small range from 1 to 9 years of work experience as a professional salesperson reported in Table 67. The location of training received to qualify as a professional salesperson was on-the-job (self learned) with 70.000 percent of the respondents selecting the location (see Table 68).

TABLE 65

SUMMARY OF EMPLOYEE JOB TITLES FOR PROFESSIONAL SALESPERSON RESPONDENTS

JOB TITLES	Frequency	Cumulative Frequency	Percentage	Cumulative Percentage
Professional Salesperson	17	17	89.474	89.474
Other	2	19	10.526	100.000

TABLE 66

TOTAL NUMBER OF YEARS IN DEPARTMENT STORE RETAILING FOR THE PROFESSIONAL SALESPERSON RESPONDENTS

Number of Years in Department Store Retailing	Frequency	Cumulative Frequency	Percentage	Cumulative Percentage
2	2	2	11.111	11.111
3	3	5	16.667	27.778
4	1	6	5.556	33.333
5	2	8	11.111	44.444
6	3	11	16.667	61.111
8	2	13	11.111	72.222
9	1	14	5.556	77.778
12	1	15	5.556	83.333
13	1	16	5.556	88.889
14	1	17	5.556	94.444
18	1	18	5.556	100.000

TABLE 67

THE NUMBER OF YEARS OF WORK EXPERIENCE AS A PROFESSIONAL SALESPERSON

Number of Years of Work Experience	Frequency	Cumulative Frequency	Percentage	Cumulative Percentage
1	2	2	11.111	11.111
2	5	7	27.778	38.889
3	3	10	16.667	55.556
4	2	12	11.111	66.667
6	2	14	11.111	77.778
7	2	16	11.111	88.889
8	1	17	5.556	94.444
9	1	18	5.556	100.000

TABLE 68

A SUMMARY OF LOCATIONS OF TRAINING RECEIVED TO QUALIFY AS A PROFESSIONAL SALESPERSON

TRAINING LOCATION	NO Frequency	Percentage	YES Frequency	Percentage
Senior High School (Secondary)	12	60.000	8	40.000
Technical Institute or Area Vocational-Technical	20	100.000		
Community or Junior College	17	85.000	3	15.000
Two-year Branch College	20	100.000		
Equipment Manufacturer's Training Program	18	90.000	2	10.000
On the Job (Self Learned)	6	30.000	14	70.000
Previous Work Experience in Other Types of Jobs	13	65.000	7	35.000
Public Vocational School (Secondary)	20	100.000		
Community Manpower Development Program	20	100.000		
Private Business, Trade or Technical School or College	19	95.000	1	5.000
Senior College or University	15	75.000	5	25.000
Employer-Sponsored Training Program	16	80.000	4	20.000
Formal Apprenticeship Program	19	95.000	1	5.000
Correspondence Courses	18	90.000	2	10.000
Other	17	85.000	3	15.000

Supervisor respondents. Table 69 indicates that 55.556 percent of the supervisor respondents were department managers. A range from 4 to 25 years of supervisor experience was reported in Table 70.

TABLE 69

SUMMARY OF JOB TITLES FOR SUPERVISORS OF PROFESSIONAL SALESPERSON RESPONDENTS

JOB TITLES	Frequency	Cumulative Frequency	Percentage	Cumulative Percentage
Department Manager	10	10	55.556	55.556
Assistant Department Manager	1	11	5.556	61.111
Sales Supervisor	2	13	11.111	72.222
Other	5	18	27.778	100.000

TABLE 70

THE NUMBER OF YEARS OF WORK EXPERIENCE AS THE SUPERVISOR OF A PROFESSIONAL SALESPERSON

Number of Years of Work Experience	Frequency	Cumulative Frequency	Percentage	Cumulative Percentage
4	3	3	16.667	16.667
5	1	4	5.556	22.222
6	3	7	16.667	38.889
7	2	9	11.111	50.000
8	1	10	5.556	55.556
10	3	13	16.667	72.222
15	1	14	5.556	77.778
16	1	15	5.556	83.333
17	1	16	5.556	88.889
22	1	17	5.556	94.444
25	1	18	5.556	100.000

Task relevancy and level of development. Table 36 reports that 236 performance tasks were relevant to the occupations of professional salesperson.

TABLE 71

TASK INVENTORY DATA SUMMARY
PROFESSIONAL SALESPERSON

TASK RELEVENCE AND LEVEL OF DEVELOPMENT

TASK	INCLUSION (RELEVENCE)	RULE(S) APPLYING	Y-VALUE (LEVEL)
1	REJECT	3,5	2.09
2	REJECT	3,5	2.31
3	SELECT		5.41
4	SELECT		3.22
5	REJECT	5	2.93
6	SELECT		3.18
7	REJECT	3,5	2.39
8	REJECT	3,5	2.36
9	REJECT	3,5	2.23
10	REJECT	3,5	2.26
11	REJECT	3,5	1.93
12	REJECT	3,5	2.03
13	REJECT	5	2.48
14	REJECT	3,5	2.27
15	REJECT	3,5	2.20
16	REJECT	3,5	1.95
17	REJECT	3,5	2.16
18	REJECT	3,5	2.27
19	REJECT	3,5	2.11
20	REJECT	3,5	2.03
21	REJECT	5	2.35
22	REJECT	3,5	2.44
23	REJECT	5	2.80
24	REJECT	3,5	2.23
25	REJECT	3,5	2.24
26	SELECT		5.08
27	SELECT		3.53
28	REJECT	3,5	2.34
29	REJECT	3,5	1.93
30	SELECT		3.62

TABLE 71 - Continued

TASK	INCLUSION (RELEVENCE)	RULE(S) APPLYING	Y-VALUE (LEVEL)
31	REJECT	3,5	2.06
32	REJECT	3,5	2.39
33	SELECT		3.79
34	SELECT		5.90
35	REJECT	5	2.92
36	REJECT	5	2.58
37	REJECT	3,5	2.06
38	REJECT	3,5	1.93
39	REJECT	3,5	2.23
40	SELECT		3.17
41	REJECT	3,5	1.93
42	REJECT	3,5	2.26
43	REJECT	3,5	1.93
44	REJECT	3,5	2.23
45	REJECT	3,5	1.93
46	SELECT		6.15
47	SELECT		6.27
48	REJECT	3,5	2.69
49	SELECT		3.58
50	SELECT		4.22
51	SELECT		3.71
52	REJECT	3,5	2.34
53	REJECT	5	3.05
54	SELECT		3.66
55	SELECT		3.58
56	SELECT		5.14
57	SELECT		5.58
58	SELECT		5.04
59	SELECT		3.20
60	SELECT		4.42
61	SELECT		3.77
62	SELECT		3.91
63	SELECT		6.20
64	SELECT		5.75
65	SELECT		4.22

TABLE 71 - Continued

TASK	INCLUSION (RELEVENCE)	RULE(S) APPLYING	Y-VALUE (LEVEL)
66	SELECT		4.52
67	SELECT		3.91
68	SELECT		4.64
69	SELECT		4.39
70	SELECT		3.46
71	SELECT		4.71
72	SELECT		5.95
73	SELECT		5.44
74	REJECT	3,5	2.12
75	REJECT	5	3.05
76	SELECT		3.57
77	REJECT	5	2.97
78	SELECT		5.67
79	REJECT	5	2.90
80	REJECT	5	2.68
81	SELECT		3.16
82	SELECT		4.46
83	REJECT	5	2.71
84	SELECT		3.22
85	SELECT		3.32
86	REJECT	5	2.88
87	SELECT		3.56
88	SELECT		3.29
89	REJECT	5	2.81
90	REJECT	5	2.58
91	REJECT	5	3.03
92	REJECT	5	2.62
93	REJECT	5	2.92
94	SELECT		3.93
95	SELECT		3.67
96	SELECT		3.70
97	SELECT		3.98
98	SELECT		3.36
99	SELECT		3.60
100	SELECT		3.22

TABLE 71 - Continued

TASK	INCLUSION (RELEVENCE)	RULE(S) APPLYING	Y-VALUE (LEVEL)
101	SELECT		3.18
102	REJECT	5	3.07
103	REJECT	5	2.99
104	SELECT		4.15
105	REJECT	5	3.09
106	REJECT	5	2.54
107	SELECT		4.11
108	REJECT	5	2.92
109	SELECT		3.25
110	REJECT	5	3.08
111	REJECT	5	2.76
112	REJECT	5	3.00
113	SELECT		3.16
114	SELECT		3.65
115	SELECT		3.11
116	SELECT		3.24
117	SELECT		3.54
118	SELECT		4.18
119	SELECT		3.69
120	SELECT		3.67
121	SELECT		4.48
122	SELECT		3.55
123	REJECT	5	2.63
124	REJECT	3,5	2.14
125	REJECT	3,5	2.03
126	REJECT	5	2.38
127	REJECT	5	3.04
128	SELECT		3.20
129	REJECT	5	2.65
130	SELECT		3.36
131	SELECT		4.67
132	SELECT		3.89
133	SELECT		3.34
134	REJECT	5	2.97
135	REJECT	5	2.58

TABLE 71 - Continued

TASK	INCLUSION (RELEVENCE)	RULE(S) APPLYING	Y-VALUE (LEVEL)
136	REJECT	3,5	2.83
137	SELECT		3.13
138	SELECT		4.66
139	SELECT		3.62
140	REJECT	5	2.60
141	SELECT		3.24
142	REJECT	5	2.79
143	REJECT	3,5	2.52
144	REJECT	5	2.96
145	REJECT	5	2.99
146	REJECT	5	2.96
147	REJECT	5	2.96
148	REJECT	3,5	2.60
149	SELECT		3.26
150	REJECT	5	3.04
151	REJECT	3,5	3.05
152	REJECT	5	2.99
153	SELECT		3.12
154	REJECT	3,5	1.93
155	REJECT	5	2.97
156	REJECT	5	2.88
157	SELECT		4.60
158	REJECT	3,5	2.71
159	REJECT	5	2.71
160	SELECT		3.79
161	SELECT		3.71
162	REJECT	5	2.69
163	REJECT	5	2.79
164	SELECT		3.25
165	SELECT		3.78
166	REJECT	5	2.71
167	REJECT	5	2.64
168	REJECT	5	2.65
169	REJECT	3,5	2.31
170	REJECT	3,5	2.64

TABLE 71 - Continued

TASK	INCLUSION (RELEVENCE)	RULE(S) APPLYING	Y-VALUE (LEVEL)
171	REJECT	3,5	2.55
172	SELECT		4.27
173	SELECT		3.46
174	REJECT	3,5	2.54
175	REJECT	3,5	3.01
176	REJECT	3,5	2.44
177	REJECT	3,5	2.01
178	REJECT	5	2.60
179	REJECT	5	2.60
180	REJECT	3,5	2.03
181	REJECT	5	2.96
182	REJECT	3,5	2.51
183	SELECT		4.75
184	REJECT	5	2.91
185	REJECT	5	2.58
186	SELECT		3.12
187	SELECT		4.72
188	SELECT		4.02
189	SELECT		3.97
190	SELECT		3.18
191	REJECT	3,5	2.61
192	REJECT	5	2.96
193	REJECT	3,5	2.52
194	REJECT	3,5	2.14
195	REJECT	3,5	2.55
196	REJECT	5	2.58
197	REJECT	5	2.96
198	SELECT		4.47
199	REJECT	5	2.80
200	SELECT		5.52
201	SELECT		4.44
202	SELECT		3.12
203	SELECT	3	3.10
204	REJECT	5	2.75
205	REJECT	5	2.65

TABLE 71 - Continued

TASK	INCLUSION (RELEVENCE)	RULE(S) APPLYING	Y-VALUE (LEVEL)
206	SELECT		3.32
207	SELECT		4.38
208	REJECT	5	2.91
209	SELECT		3.12
210	REJECT	3,5	2.50
211	SELECT		5.30
212	REJECT	3,5	1.98
213	REJECT	3,5	1.98
214	SELECT		3.95
215	SELECT		4.22
216	SELECT		3.32
217	REJECT	5	2.85
218	SELECT		3.52
219	REJECT	3,5	2.34
220	REJECT	5	2.97
221	REJECT	3,5	2.50
222	REJECT	5	2.32
223	REJECT	5	2.30
224	REJECT	3,5	2.31
225	REJECT	5	2.35
226	REJECT	5	2.63
227	REJECT	3,5	2.16
228	REJECT	5	2.96
229	REJECT	3,5	2.69
230	REJECT	3,5	2.09
231	REJECT	3,5	2.52
232	REJECT	3,5	2.46
233	SELECT		3.54
234	SELECT		3.40
235	REJECT	5	2.59
236	REJECT	3,5	2.47
237	REJECT	5	2.58
238	REJECT	3,5	3.08
239	SELECT	3	3.36
240	REJECT	3,5	2.55

TABLE 71 - Continued

TASK	INCLUSION (RELEVENCE)	RULE(S) APPLYING	Y-VALUE (LEVEL)
241	REJECT	5	2.58
242	REJECT	5	2.95
243	SELECT		3.13
244	REJECT	3,5	2.16
245	REJECT	3,5	2.22
246	REJECT	5	2.58
247	REJECT	5	2.99
248	REJECT	3,5	2.11
249	REJECT	3,5	2.27
250	REJECT	3,5	2.77
251	REJECT	3,5	2.77
252	REJECT	3,5	2.75
253	REJECT	5	3.04
254	SELECT		3.26
255	SELECT		4.13
256	SELECT		3.29
257	REJECT	5	2.40
258	SELECT		3.13
259	SELECT		3.17
260	REJECT	3,5	2.50
261	SELECT		4.02
262	REJECT	5	3.07
263	REJECT	5	2.97
264	REJECT	5	2.91
265	REJECT	5	2.93
266	SELECT		3.20
267	REJECT	5	2.48
268	SELECT		3.17
269	SELECT		4.71
270	SELECT		3.18
271	SELECT	3	3.10
272	REJECT	3,5	2.21
273	REJECT	5	2.48
274	SELECT		3.25
275	SELECT		3.35

TABLE 71 - Continued

TASK	INCLUSION (RELEVENCE)	RULE(S) APPLYING	Y-VALUE (LEVEL)
276	REJECT	3,5	3.05
277	REJECT	5	2.63
278	SELECT		3.91
279	SELECT		3.54
280	REJECT	5	2.58
281	REJECT	3,5	2.67
282	REJECT	3,5	2.11
283	SELECT		3.52
284	REJECT	5	2.60
285	REJECT	5	2.56
286	SELECT		3.38
287	REJECT	5	2.46
288	REJECT	3,5	2.22
289	SELECT		3.86
290	SELECT		4.30
291	SELECT		4.22
292	SELECT		5.17
293	REJECT	3,5	2.31
294	REJECT	3,5	1.93
295	REJECT	3,5	2.73
296	REJECT	3,5	2.72
297	REJECT	3,5	2.54
298	REJECT	3,5	2.40
299	REJECT	3,5	2.71
300	REJECT	3,5	2.12
301	REJECT	5	2.32
302	REJECT	3,5	2.39
303	REJECT	3,5	2.09
304	REJECT	3,5	2.09
305	REJECT	5	2.58
306	REJECT	3,5	2.32
307	REJECT	3,5	2.69
308	REJECT	5	3.09
309	SELECT	3	3.36
310	REJECT	3,5	2.82

TABLE 71 - Continued

TASK	INCLUSION (RELEVENCE)	RULE(S) APPLYING	Y-VALUE (LEVEL)
311	REJECT	3,5	2.68
312	REJECT	3,5	1.98
313	REJECT	5	2.60
314	REJECT	5	2.93
315	REJECT	3,5	2.26
316	REJECT	3,5	2.44
317	SELECT		4.56
318	SELECT		4.13
319	REJECT	3,5	2.42
320	REJECT	3,5	2.48
321	REJECT	3,5	2.03
322	SELECT		5.12
323	SELECT		5.02
324	SELECT		5.01
325	SELECT		3.24
326	SELECT		4.07
327	SELECT		5.14
328	SELECT		3.96
329	REJECT	3,5	2.22
330	REJECT	5	2.35
331	REJECT	5	2.38
332	REJECT	5	2.95
333	SELECT		3.74
334	SELECT		5.65
335	SELECT		5.79
336	SELECT		5.95
337	SELECT		5.89
338	SELECT		3.19
339	SELECT		3.80
340	SELECT		4.13
341	SELECT		4.60
342	SELECT		4.02
343	REJECT	5	2.96
344	SELECT		4.38
345	REJECT	5	2.90

TABLE 71 - Continued

TASK	INCLUSION (RELEVENCE)	RULE(S) APPLYING	Y-VALUE (LEVEL)
346	REJECT	5	2.71
347	SELECT		5.33
348	REJECT	3,5	2.79
349	SELECT		4.21
350	SELECT		5.83
351	SELECT		5.98
352	SELECT		4.83
353	SELECT		6.16
354	SELECT		6.12
355	SELECT		6.06
356	SELECT		5.89
357	SELECT		7.77
358	SELECT		3.58
359	SELECT		4.44
360	SELECT		5.05
361	SELECT		3.56
362	SELECT		5.38
363	SELECT		5.29
364	SELECT		4.40
365	SELECT		4.71
366	SELECT		6.02
367	SELECT		6.85
368	SELECT		5.99
369	SELECT		5.42
370	SELECT		4.07
371	SELECT		4.79
372	SELECT		4.50
373	SELECT		5.09
374	SELECT		3.30
375	SELECT		4.23
376	SELECT		3.32
377	SELECT		6.22
378	SELECT		6.86
379	SELECT		6.52
380	SELECT		7.71

TABLE 71 - Continued

TASK	INCLUSION (RELEVENCE)	RULE(S) APPLYING	Y-VALUE (LEVEL)
381	SELECT		6.83
382	SELECT		6.34
383	SELECT		5.88
384	SELECT		4.67
385	SELECT		6.09
386	SELECT		5.83
387	SELECT		5.36
388	SELECT		6.64
389	SELECT		3.21
390	REJECT	5	2.65
391	REJECT	3,5	2.06
392	SELECT		5.27
393	SELECT		5.08
394	SELECT		5.56
395	SELECT		6.06
396	SELECT		6.50
397	SELECT		5.85
398	SELECT		5.86
399	SELECT		5.89
400	SELECT		6.36
401	SELECT		5.46
402	SELECT		6.01
403	SELECT		6.05
404	SELECT		5.99
405	SELECT		6.42
406	SELECT		5.14
407	SELECT		3.89
408	SELECT		6.39
409	SELECT		3.86
410	SELECT		5.36
411	SELECT		4.32
412	SELECT		6.03
413	SELECT		4.68
414	REJECT	5	2.95
415	SELECT		5.36

TABLE 71 - Continued

TASK	INCLUSION (RELEVENCE)	RULE(S) APPLYING	Y-VALUE (LEVEL)
416	SELECT		5.15
417	SELECT		4.91
418	SELECT		4.69
419	SELECT		5.28
420	SELECT		3.40
421	SELECT		3.13
422	SELECT		3.60
423	REJECT	5	2.91
424	SELECT		4.15
425	SELECT		3.77
426	REJECT	5	3.00
427	SELECT		3.93
428	SELECT		5.05
429	SELECT		4.06
430	SELECT		6.50
431	SELECT		3.46
432	SELECT		4.62
433	SELECT		4.48
434	SELECT		5.17
435	SELECT		5.62
436	SELECT		6.46
437	SELECT		6.46
438	SELECT		5.91
439	SELECT		6.06
440	SELECT		4.92
441	SELECT		5.70
442	SELECT		6.09

Management Level Occupations

Buyer

Employee respondents. According to the data in Table 72, the most frequently reported job title was buyer with 95.652 percent of the respondents. The number of years in department store retailing for the buyer respondents ranged from 2 to 30 years (see Table 73) while the work experience as buyer ranged from 1 to 20 years (see Table 74). On-the-job (self learned) was the most frequent response to the location of training received to qualify as a buyer (see Table 75).

TABLE 72

SUMMARY OF EMPLOYEE JOB TITLES FOR BUYER RESPONDENTS

JOB TITLE	Frequency	Cumulative Frequency	Percentage	Cumulative Percentage
Buyer	22	22	95.652	95.652
Other	21	23	4.348	100.000

TABLE 73

TOTAL NUMBER OF YEARS IN DEPARTMENT STORE RETAILING FOR THE BUYER RESPONDENTS

Number of Years in Department Store Retailing	Frequency	Cumulative Frequency	Percentage	Cumulative Percentage
2	1	1	4.545	4.545
3	3	4	13.636	18.182
4	4	8	18.182	36.364
5	1	9	4.545	40.909
6	2	11	9.091	50.000
8	1	12	4.545	54.545
9	1	13	4.545	59.091
10	3	16	13.636	72.727
11	1	17	4.545	77.273
12	1	18	4.545	81.818
18	1	19	4.545	86.364
20	1	20	4.545	90.909
21	1	21	4.545	95.455
30	1	22	4.545	100.000

TABLE 74

THE NUMBER OF YEARS OF WORK EXPERIENCE AS A BUYER

Number of Years of Work Experience	Frequency	Cumulative Frequency	Percentage	Cumulative Percentage
1	6	6	27.273	27.273
2	2	8	9.091	36.364
3	7	15	31.818	68.182
4	2	17	9.091	77.273
5	1	18	4.545	81.818
6	1	19	4.545	86.364
10	1	20	4.545	90.909
16	1	21	4.545	95.455
20	1	22	4.545	100.000

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TABLE 75

A SUMMARY OF LOCATIONS OF TRAINING RECEIVED TO QUALIFY AS A BUYER

TRAINING LOCATION	NO		YES	
	Frequency	Percentage	Frequency	Percentage
Senior High School (Secondary)	19	82.609	4	17.391
Technical Institute or Area Vocational-Technical	23	100.000		
Community or Junior College	23	100.000		
Two-year Branch College	23	100.000		
Equipment Manufacturer's Training Program	22	95.652	1	4.348
On the Job (Self Learned)	9	39.130	14	60.870
Previous Work Experience in Other Types of Jobs	19	82.609	4	17.391
Public Vocational School (Secondary)	23	100.000		
Community Manpower Development Program	23	100.000		
Private Business, Trade or Technical School or College	22	95.652	1	4.348
Senior College or University	12	52.174	11	47.826
Employer-Sponsored Training Program	15	65.217	8	34.783
Formal Apprenticeship Program	20	86.957	3	13.043
Correspondence Courses	23	100.000		
Other	23	100.000		

Supervisor respondents. Table 76 indicates that 70.588 percent of the respondents were merchandise managers while 29.412 percent were store managers. The number of years of work experience as supervisor of buyer ranged from 2 to 30 years (see Table 77).

TABLE 76

SUMMARY OF JOB TITLES FOR SUPERVISORS OF BUYER RESPONDENTS

JOB TITLE	Frequency	Cumulative Frequency	Percentage	Cumulative Percentage
Merchandise Manager	12	12	70.588	70.588
Store Manager	5	17	29.412	100.000
Other				

TABLE 77

THE NUMBER OF YEARS OF WORK EXPERIENCE AS THE SUPERVISOR OF A BUYER

Number of Years of Work Experience	Frequency	Cumulative Frequency	Percentage	Cumulative Percentage
2	1	1	5.556	5.556
3	2	3	11.111	16.667
5	3	6	16.667	33.333
6	1	7	5.556	38.889
7	2	9	11.111	50.000
8	1	10	5.556	55.556
11	1	11	5.556	61.111
12	3	14	16.667	77.778
15	2	16	11.111	88.889
16	1	17	5.556	94.444
30	1	18	5.556	100.000

Task relevance and level of development. Table 78 presents the 254 performance tasks relevant to the occupation of buyer.

TABLE 78

TASK INVENTORY DATA SUMMARY
BUYER

TASK RELEVENCE AND LEVEL OF DEVELOPMENT

TASK	INCLUSION (RELEVENCE)	RULE(S) APPLYING	Y-VALUE (LEVEL)
1	REJECT	5	2.80
2	REJECT	5	2.71
3	SELECT		3.93
4	SELECT		4.69
5	SELECT		3.61
6	SELECT		4.35
7	SELECT		3.38
8	REJECT	5	2.85
9	REJECT	5	2.92
10	REJECT	5	2.52
11	REJECT	5	2.52
12	REJECT	3,5	2.39
13	SELECT		4.78
14	SELECT		3.40
15	REJECT	3,5	2.76
16	SELECT	3	3.10
17	REJECT	3,5	2.25
18	REJECT	5	2.34
19	SELECT		4.78
20	REJECT	3,5	2.52
21	SELECT		4.14
22	SELECT		4.02
23	REJECT	5	2.48
24	SELECT		3.15
25	SELECT		4.09
26	SELECT		3.86
27	SELECT		4.57
28	REJECT	3,5	2.78
29	REJECT	3,5	2.59
30	SELECT		4.18

TABLE 78 - Continued

TASK	INCLUSION (RELEVENCE)	RULE(S) APPLYING	Y-VALUE (LEVEL)
31	SELECT		3.38
32	SELECT		4.65
33	SELECT		5.22
34	SELECT		5.50
35	SELECT		5.11
36	SELECT		4.04
37	SELECT		3.28
38	REJECT	5	3.05
39	REJECT	5	3.10
40	SELECT		4.71
41	REJECT	2,3,5	2.50
42	REJECT	5	2.98
43	SELECT		3.54
44	SELECT		4.18
45	REJECT	2,3,5	2.27
46	SELECT		5.13
47	SELECT		4.27
48	REJECT	2,5	2.55
49	REJECT	5	3.05
50	SELECT		4.71
51	SELECT		4.80
52	REJECT	3,5	2.08
53	SELECT		4.51
54	SELECT		4.90
55	SELECT		3.84
56	SELECT		5.06
57	SELECT		3.40
58	SELECT		4.00
59	SELECT		4.69
60	SELECT		3.74
61	SELECT		3.99
62	REJECT	3,5	2.27
63	SELECT		3.42
64	SELECT		3.96
65	SELECT		4.09

TABLE 78 - Continued

TASK	INCLUSION (RELEVENCE)	RULE(S) APPLYING	Y-VALUE (LEVEL)
66	SELECT		3.36
67	SELECT		4.48
68	SELECT		5.08
69	SELECT		5.71
70	REJECT	5	2.80
71	SELECT		4.00
72	SELECT		4.65
73	SELECT		3.52
74	REJECT	2,3,5	2.56
75	SELECT		5.11
76	SELECT		6.10
77	REJECT	5	2.98
78	SELECT		4.30
79	SELECT		3.79
80	REJECT	2,5	2.48
81	REJECT	5	3.01
82	SELECT		3.56
83	REJECT	5	2.59
84	REJECT	2,5	2.59
85	SELECT		4.05
86	REJECT	5	2.61
87	REJECT	5	3.03
88	SELECT		3.49
89	SELECT		3.93
90	SELECT		3.31
91	REJECT	5	2.94
92	REJECT	5	3.08
93	REJECT	3,5	2.50
94	SELECT		3.15
95	SELECT		3.58
96	REJECT	5	2.75
97	SELECT		3.63
98	SELECT		3.31
99	SELECT		3.75
100	REJECT	5	2.66

TABLE 78 - Continued

TASK	INCLUSION (RELEVENCE)	RULE(S) APPLYING	Y-VALUE (LEVEL)
101	SELECT		3.72
102	REJECT	3,5	2.48
103	REJECT	5	3.08
104	SELECT		3.31
105	REJECT	3,5	2.52
106	REJECT	2,3,5	2.41
107	SELECT		3.28
108	SELECT		3.24
109	REJECT	5	3.05
110	SELECT		3.51
111	SELECT		4.92
112	REJECT	5	2.78
113	REJECT	5	2.85
114	REJECT	5	3.03
115	REJECT	5	2.89
116	REJECT	5	2.71
117	REJECT	5	2.98
118	SELECT		4.14
119	SELECT		3.17
120	SELECT		3.33
121	REJECT	5	2.94
122	REJECT	5	2.80
123	REJECT	3,5	2.52
124	REJECT	2,3,5	2.07
125	REJECT	2,3,5	2.07
126	REJECT	2,3,5	2.09
127	SELECT		5.69
128	SELECT		5.41
129	SELECT		5.91
130	SELECT		5.61
131	SELECT		6.54
132	SELECT		6.88
133	SELECT		5.78
134	SELECT		5.08
135	SELECT		4.67

TABLE 78 - Continued

TASK	INCLUSION (RELEVENCE)	RULE(S) APPLYING	Y-VALUE (LEVEL)
136	SELECT		3.14
137	SELECT		3.72
138	SELECT		4.48
139	SELECT		5.22
140	SELECT		5.45
141	SELECT		6.12
142	SELECT		7.35
143	SELECT		6.56
144	SELECT		6.63
145	SELECT		6.28
146	SELECT		5.99
147	SELECT		5.96
148	SELECT		6.08
149	SELECT		5.00
150	SELECT		4.98
151	SELECT		4.55
152	SELECT		5.31
153	SELECT		5.68
154	REJECT	2,3,5	2.11
155	SELECT		4.83
156	SELECT		3.86
157	SELECT		4.51
158	REJECT	2,5	2.50
159	SELECT		4.76
160	SELECT		6.17
161	SELECT		5.41
162	SELECT		5.45
163	SELECT		5.38
164	SELECT		4.08
165	SELECT		4.30
166	SELECT		5.22
167	SELECT		5.29
168	SELECT		4.94
169	SELECT		5.61
170	REJECT	5	3.08

TABLE 78 - Continued

TASK	INCLUSION (RELEVENCE)	RULE(S) APPLYING	Y-VALUE (LEVEL)
171	SELECT		5.25
172	SELECT		6.07
173	SELECT		5.70
174	REJECT	2,3,5	2.42
175	REJECT	2,3,5	2.30
176	REJECT	2,3,5	2.02
177	REJECT	2,5	2.75
178	SELECT		3.22
179	SELECT		3.42
180	SELECT		3.54
181	SELECT		3.79
182	SELECT		4.37
183	SELECT		4.09
184	REJECT	2,5	2.34
185	SELECT		3.72
186	SELECT		3.26
187	SELECT		3.15
188	SELECT		4.09
189	SELECT		4.14
190	SELECT		4.07
191	SELECT		4.51
192	SELECT		3.38
193	SELECT		3.26
194	REJECT	2,3,5	2.06
195	SELECT		3.65
196	SELECT		5.78
197	SELECT		6.19
198	REJECT	5	2.57
199	REJECT	2,3,5	1.97
200	SELECT		3.68
201	SELECT		3.52
202	REJECT	5	2.66
203	REJECT	2,3,5	1.92
204	REJECT	5	2.97
205	SELECT		3.75

TABLE 78 - Continued

TASK	INCLUSION (RELEVENCE)	RULE(S) APPLYING	Y-VALUE (LEVEL)
206	SELECT		4.11
207	SELECT		3.63
208	REJECT	2,3,5	1.90
209	REJECT	2,5	2.41
210	REJECT	2,3,5	2.04
211	SELECT		4.97
212	REJECT	2,3,5	1.92
213	REJECT	2,3,5	2.02
214	SELECT		3.21
215	SELECT		3.17
216	REJECT	2,3,5	2.20
217	REJECT	2,3,5	2.20
218	SELECT		3.72
219	REJECT	2,3,5	2.11
220	SELECT		3.58
221	REJECT	5	3.03
222	REJECT	2,3,5	2.06
223	REJECT	2,3,5	2.06
224	REJECT	2,3,5	2.02
225	REJECT	3,5	2.08
226	REJECT	5	2.91
227	REJECT	2,5	2.62
228	REJECT	5	2.38
229	REJECT	3,5	2.43
230	REJECT	2,3,5	2.02
231	REJECT	2,3,5	1.95
232	REJECT	2,3,5	2.13
233	REJECT	5	2.69
234	REJECT	5	2.78
235	REJECT	5	2.59
236	REJECT	3,5	2.25
237	REJECT	5	2.31
238	REJECT	2,3,5	2.43
239	REJECT	2,3,5	2.08
240	REJECT	2,3,5	2.04

TABLE 78 - Continued

TASK	INCLUSION (RELEVENCE)	RULE(S) APPLYING	Y-VALUE (LEVEL)
241	REJECT	2,3,5	2.06
242	REJECT	2,3,5	2.04
243	REJECT	5	2.94
244	REJECT	2,3,5	1.99
245	REJECT	5	2.36
246	REJECT	5	2.68
247	REJECT	5	2.89
248	REJECT	2,3,5	2.18
249	SELECT		3.26
250	REJECT	5	2.45
251	SELECT		3.65
252	SELECT		3.17
253	REJECT	5	2.84
254	REJECT	3,5	2.48
255	REJECT	3,5	2.18
256	REJECT	5	2.38
257	REJECT	5	2.98
258	REJECT	5	3.10
259	REJECT	3,5	2.11
260	REJECT	5	2.59
261	REJECT	3,5	2.55
262	SELECT		3.38
263	REJECT	5	2.89
264	REJECT	5	2.49
265	REJECT	5	2.34
266	SELECT		4.35
267	REJECT	3,5	2.02
268	REJECT	5	2.48
269	SELECT		3.77
270	SELECT		3.72
271	SELECT		3.22
272	REJECT	2,3,5	1.90
273	REJECT	3,5	2.18
274	REJECT	3,5	2.20
275	REJECT	5	2.50

TABLE 78 - Continued

TASK	INCLUSION (RELEVENCE)	RULE(S) APPLYING	Y-VALUE (LEVEL)
276	REJECT	3,5	2.59
277	REJECT	2,3,5	1.97
278	REJECT	5	3.03
279	REJECT	5	2.34
280	REJECT	2,3,5	1.90
281	REJECT	2,3,5	1.97
282	REJECT	2,3,5	2.04
283	SELECT		4.09
284	REJECT	2,3,5	2.06
285	REJECT	2,3,5	2.15
286	SELECT		3.85
287	SELECT		3.45
288	REJECT	2,3,5	1.99
289	REJECT	5	2.80
290	SELECT		3.49
291	SELECT		3.33
292	SELECT		3.54
293	REJECT	2,3,5	1.95
294	REJECT	2,3,5	1.99
295	REJECT	2,3,5	1.95
296	REJECT	5	2.80
297	REJECT	5	2.71
298	REJECT	2,3,5	2.27
299	REJECT	3,5	2.34
300	REJECT	5	2.45
301	REJECT	2,3,5	2.02
302	REJECT	2,3,5	2.14
303	REJECT	2,3,5	2.12
304	REJECT	2,3,5	2.12
305	REJECT	2,5	2.38
306	REJECT	2,3,5	1.95
307	REJECT	2,3,5	1.95
308	REJECT	3,5	2.42
309	REJECT	2,3,5	2.00
310	REJECT	5	2.38

TABLE 78 - Continued

TASK	INCLUSION (RELEVENCE)	RULE(S) APPLYING	Y-VALUE (LEVEL)
311	REJECT	5	2.57
312	REJECT	2,3,5	1.92
313	REJECT	5	2.66
314	REJECT	3,5	2.44
315	REJECT	2,3,5	1.97
316	REJECT	2,3,5	1.90
317	REJECT	5	3.06
318	REJECT	5	2.79
319	REJECT	2,3,5	1.95
320	REJECT	2,3,5	2.04
321	REJECT	2,3,5	1.90
322	SELECT		3.88
323	SELECT		3.72
324	SELECT		3.62
325	SELECT		4.74
326	SELECT		5.01
327	SELECT		3.99
328	SELECT		3.31
329	REJECT	2,3,5	2.16
330	REJECT	5	2.60
331	REJECT	5	2.73
332	SELECT		3.72
333	SELECT		3.59
334	SELECT		3.87
335	SELECT		3.77
336	SELECT		4.21
337	SELECT		4.25
338	REJECT	5	2.48
339	SELECT		3.54
340	SELECT		4.48
341	REJECT	5	3.08
342	SELECT		4.78
343	SELECT		3.72
344	SELECT		4.40
345	REJECT	5	2.92

TABLE 78 - Continued

TASK	INCLUSION (RELEVENCE)	RULE(S) APPLYING	Y-VALUE (LEVEL)
346	SELECT		3.24
347	SELECT		3.65
348	REJECT	3,5	2.71
349	SELECT		4.23
350	SELECT		3.86
351	SELECT		4.27
352	SELECT		4.64
353	SELECT		4.30
354	SELECT		4.51
355	SELECT		5.27
356	SELECT		5.04
357	SELECT		5.02
358	REJECT	5	2.75
359	SELECT		3.72
360	SELECT		3.95
361	REJECT	3,5	2.25
362	REJECT	5	3.05
363	SELECT		4.62
364	REJECT	5	2.96
365	REJECT	5	3.10
366	SELECT		3.63
367	SELECT		3.40
368	SELECT		4.00
369	SELECT		3.35
370	REJECT	5	2.89
371	SELECT		3.44
372	SELECT		4.76
373	REJECT	5	2.82
374	SELECT		3.98
375	REJECT	5	3.03
376	REJECT	5	2.36
377	SELECT		3.77
378	SELECT		5.16
379	SELECT		4.44
380	SELECT		4.86

TABLE 78 - Continued

TASK	INCLUSION (RELEVENCE)	RULE(S) APPLYING	Y-VALUE (LEVEL)
381	SELECT		4.58
382	SELECT		3.44
383	SELECT		3.68
384	SELECT		4.99
385	SELECT		4.00
386	SELECT		4.46
387	SELECT		4.09
388	SELECT		4.30
389	SELECT		3.47
390	REJECT	5	2.89
391	REJECT	5	2.87
392	SELECT		3.35
393	SELECT		3.38
394	SELECT		3.21
395	SELECT		4.74
396	SELECT		4.81
397	SELECT		3.61
398	SELECT		3.74
399	SELECT		3.67
400	SELECT		3.74
401	SELECT		3.40
402	SELECT		3.35
403	SELECT		3.49
404	SELECT		4.21
405	SELECT		3.79
406	SELECT		3.63
407	SELECT		5.59
408	SELECT		4.16
409	REJECT	5	2.98
410	SELECT		3.17
411	SELECT		4.25
412	SELECT		3.79
413	SELECT		3.61
414	REJECT	5	2.66
415	SELECT		3.42

TABLE 78 - Continued

TASK	INCLUSION (RELEVENCE)	RULE(S) APPLYING	Y-VALUE (LEVEL)
416	SELECT		3.33
417	SELECT		3.12
418	SELECT		4.00
419	SELECT		4.91
420	SELECT		4.36
421	REJECT	2,5	2.31
422	REJECT	5	2.55
423	REJECT	5	2.41
424	REJECT	5	2.90
425	SELECT		3.28
426	SELECT		3.19
427	SELECT		3.28
428	SELECT		3.44
429	SELECT		3.31
430	SELECT		3.91
431	REJECT	5	2.94
432	SELECT		4.04
433	SELECT		3.54
434	SELECT		3.72
435	SELECT		3.53
436	SELECT		3.58
437	SELECT		3.45
438	SELECT		3.47
439	SELECT		3.63
440	SELECT		3.58
441	SELECT		3.68
442	SELECT		3.58

Department Manager

Employee respondents. Table 79 shows that 95.000 percent of the department manager respondents used the department manager job title. The respondents range from 1 to 30 years of experience in department store retailing was reported in Table 80. A smaller range from 1 to 18 years of work experience as a department manager was presented in Table 81. On-the-job or self learned was the most frequent response to the location of training received to qualify as a department manager question (see Table 82).

TABLE 79

SUMMARY OF EMPLOYEE JOB TITLES FOR DEPARTMENT MANAGER RESPONDENTS

JOB TITLE	Frequency	Cumulative Frequency	Percentage	Cumulative Percentage
Department Manager	19	19	95.000	95.000
Sales Supervisor				
Other	1	20	5.000	100.000

TABLE 80

TOTAL NUMBER OF YEARS IN DEPARTMENT STORE RETAILING FOR THE DEPARTMENT MANAGER RESPONDENTS

Number of Years in Department Store Retailing	Frequency	Cumulative Frequency	Percentage	Cumulative Percentage
1	1	1	5.263	5.263
2	2	3	10.526	15.789
3	2	5	10.526	26.316
5	2	7	10.526	36.842
6	3	10	15.789	52.632
7	1	11	5.263	57.895
9	1	12	5.263	63.158
12	1	13	5.263	68.421
13	1	14	5.263	73.684
20	1	15	5.263	78.947
22	1	16	5.263	84.211
23	1	17	5.263	89.474
25	1	18	5.263	94.737
30	1	19	5.263	100.000

TABLE 81

THE NUMBER OF YEARS OF WORK EXPERIENCE AS A DEPARTMENT MANAGER

Number of Years of Work Experience	Frequency	Cumulative Frequency	Percentage	Cumulative Percentage
0	1	1	5.000	5.000
1	2	3	10.000	15.000
2	4	7	20.000	35.000
3	4	11	20.000	55.000
4	3	14	15.000	70.000
7	1	15	5.000	75.000
8	1	16	5.000	80.000
10	1	17	5.000	85.000
12	1	18	5.000	90.000
17	1	19	5.000	95.000
18	1	20	5.000	100.000

TABLE 82

A SUMMARY OF LOCATIONS OF TRAINING RECEIVED TO QUALIFY AS A DEPARTMENT MANAGER

TRAINING LOCATION	NO Frequency	NO Percentage	YES Frequency	YES Percentage
Senior High School (Secondary)	16	76.190	5	23.810
Technical Institute or Area Vocational-Technical	20	95.238	1	4.762
Community or Junior College	20	95.238	1	4.762
Two-year Branch College	21	100.000		
Equipment Manufacturer's Training Program	21	100.000		
On the Job (Self Learned)	3	14.286	18	85.714
Previous Work Experience in Other Types of Jobs	17	80.952	4	19.048
Public Vocational School (Secondary)	21	100.000		
Community Manpower Development Program	21	100.000		
Private Business, Trade or Technical School or College	20	95.238	1	4.762
Senior College or University	13	61.905	8	38.095
Employer-Sponsored Training Program	14	66.667	7	33.333
Formal Apprenticeship Program	21	100.000		
Correspondence Courses	19	90.476	2	9.524
Other	20	95.238	1	4.762

Supervisor respondents. As shown in Table 83, store manager with 36.842 percent, division merchandise manager with 36.842 percent, and store operations manager with 15.789 percent represented the job titles of the supervisor respondents. The number of years of work experience as the supervisor of department manager ranged from 3 to 25 years (see Table 84).

TABLE 83

SUMMARY OF JOB TITLES FOR SUPERVISORS OF DEPARTMENT MANAGER RESPONDENTS

JOB TITLE	Frequency	Cumulative Frequency	Percentage	Cumulative Percentage
Store Manager	7	7	36.842	36.842
Division Merchandise Manager	7	14	36.842	73.684
Store Operations Manager	3	17	15.789	89.474
Other	2	19	10.526	100.000

TABLE 84

THE NUMBER OF YEARS OF WORK EXPERIENCE AS THE SUPERVISOR OF A DEPARTMENT MANAGER

Number of Years of Work Experience	Frequency	Cumulative Frequency	Percentage	Cumulative Percentage
3	3	3	16.667	16.667
4	1	4	5.556	22.222
5	1	5	5.556	27.778
6	1	6	5.556	33.333
7	1	7	5.556	38.889
8	1	8	5.556	44.444
9	1	9	5.556	50.000
10	2	11	11.111	61.111
12	1	12	5.556	66.667
14	1	13	5.556	72.222
15	2	15	11.111	83.333
20	1	16	5.556	88.889
25	2	18	11.111	100.000

Task relevance and level of development. Table 85 presents 295 performance tasks relevant to the occupation of department manager.

TABLE 85

TASK INVENTORY DATA SUMMARY
DEPARTMENT MANAGER

TASK RELEVENCE AND LEVEL OF DEVELOPMENT

TASK	INCLUSION (RELEVENCE)	RULE(S) APPLYING	Y-VALUE (LEVEL)
1	REJECT	5	2.90
2	REJECT	5	2.56
3	SELECT		4.95
4	SELECT		4.29
5	SELECT		4.49
6	SELECT		4.06
7	REJECT	5	2.77
8	REJECT	3,5	2.64
9	REJECT	3,5	2.69
10	REJECT	3,5	2.43
11	REJECT	3,5	2.43
12	REJECT	3,5	2.38
13	SELECT		3.36
14	SELECT		3.25
15	REJECT	3,5	2.61
16	REJECT	3,5	2.98
17	REJECT	5	2.97
18	REJECT	3,5	2.23
19	REJECT	3,5	2.77
20	REJECT	3,5	2.27
21	SELECT		3.67
22	SELECT		3.80
23	REJECT	5	2.59
24	REJECT	5	2.93
25	SELECT		3.25
26	SELECT		4.15
27	SELECT		5.62
28	REJECT	3,5	2.80
29	REJECT	3,5	2.43
30	SELECT		4.51

TABLE 85 - Continued

TASK	INCLUSION (RELEVENCE)	RULE(S) APPLYING	Y-VALUE (LEVEL)
31	REJECT	3,5	2.72
32	SELECT		3.11
33	SELECT		5.15
34	SELECT		5.60
35	SELECT		4.71
36	SELECT		3.96
37	REJECT	3,5	2.98
38	SELECT		3.35
39	REJECT	5	2.75
40	SELECT		4.01
41	REJECT	3,5	2.48
42	REJECT	5	3.06
43	SELECT		3.28
44	SELECT		3.61
45	REJECT	3,5	2.85
46	SELECT		4.52
47	SELECT		4.76
48	SELECT		3.51
49	SELECT		3.70
50	SELECT		5.96
51	SELECT		5.93
52	REJECT	5	2.33
53	SELECT		6.20
54	SELECT		6.27
55	SELECT		4.83
56	SELECT		5.25
57	SELECT		3.94
58	SELECT		4.65
59	REJECT	5	2.86
60	SELECT		5.08
61	SELECT		5.44
62	SELECT		3.23
63	SELECT		5.29
64	SELECT		4.68
65	SELECT		5.33

TABLE 85 - Continued

TASK	INCLUSION (RELEVENCE)	RULE(S) APPLYING	Y-VALUE (LEVEL)
66	SELECT		4.08
67	SELECT		4.96
68	SELECT		5.18
69	SELECT		5.03
70	SELECT		4.05
71	SELECT		5.40
72	SELECT		5.46
73	SELECT		4.50
74	SELECT		3.17
75	SELECT		4.43
76	SELECT		4.73
77	REJECT	5	2.78
78	SELECT		4.45
79	SELECT		4.94
80	REJECT	3,5	2.40
81	SELECT		3.20
82	SELECT		4.18
83	REJECT	5	2.72
84	REJECT	3,5	2.69
85	SELECT		3.80
86	REJECT	5	2.69
87	SELECT		3.51
88	SELECT		3.22
89	SELECT		3.75
90	REJECT	5	2.96
91	REJECT	5	2.62
92	SELECT		3.17
93	REJECT	3,5	2.51
94	SELECT		3.49
95	SELECT		3.17
96	SELECT		3.62
97	SELECT		4.70
98	SELECT		3.25
99	SELECT		3.60
100	REJECT	5	2.72

TABLE 85 - Continued

TASK	INCLUSION (RELEVENCE)	RULE(S) APPLYING	Y-VALUE (LEVEL)
101	SELECT		3.70
102	REJECT	3,5	2.38
103	REJECT	5	2.43
104	SELECT		3.49
105	REJECT	3,5	2.80
106	REJECT	3,5	2.35
107	SELECT		4.02
108	SELECT		3.70
109	SELECT		3.58
110	SELECT		3.38
111	SELECT		4.60
112	SELECT		3.49
113	SELECT		3.30
114	SELECT		3.46
115	SELECT		3.51
116	REJECT	3,5	2.80
117	REJECT	5	2.99
118	SELECT		4.31
119	SELECT		4.15
120	SELECT		3.51
121	SELECT		3.54
122	SELECT		3.38
123	REJECT	2,3,5	2.64
124	REJECT	2,3,5	2.51
125	REJECT	2,3,5	2.43
126	REJECT	3,5	2.27
127	SELECT		4.13
128	SELECT		4.07
129	SELECT		4.97
130	SELECT		5.49
131	SELECT		5.29
132	SELECT		5.19
133	SELECT		5.50
134	SELECT		4.92
135	REJECT	5	2.91

TABLE 85 - Continued

TASK	INCLUSION (RELEVENCE)	RULE(S) APPLYING	Y-VALUE (LEVEL)
136	REJECT	3,5	2.93
137	REJECT	3,5	3.03
138	SELECT		5.19
139	SELECT		4.03
140	SELECT		3.66
141	SELECT		4.02
142	SELECT		5.41
143	SELECT		4.72
144	SELECT		5.00
145	SELECT		3.55
146	SELECT		3.16
147	SELECT		3.14
148	SELECT		3.64
149	SELECT		3.25
150	SELECT		3.42
151	SELECT		4.10
152	SELECT		3.62
153	SELECT		4.23
154	REJECT	3,5	2.16
155	SELECT		3.83
156	SELECT		4.04
157	SELECT		5.14
158	REJECT	3,5	2.47
159	REJECT	5	2.91
160	SELECT		4.59
161	SELECT		4.30
162	SELECT		5.15
163	SELECT		4.73
164	SELECT		4.48
165	SELECT		4.79
166	REJECT	5	2.97
167	REJECT	5	3.09
168	REJECT	5	2.68
169	SELECT		3.36
170	SELECT		3.37

TABLE 85 - Continued

TASK	INCLUSION (RELEVENCE)	RULE(S) APPLYING	Y-VALUE (LEVEL)
171	SELECT		4.12
172	SELECT		4.47
173	SELECT		4.16
174	REJECT	3,5	2.90
175	REJECT	3,5	2.35
176	REJECT	3,5	2.27
177	REJECT	5	3.01
178	REJECT	5	2.99
179	REJECT	5	3.06
180	SELECT		3.27
181	SELECT		4.57
182	SELECT		4.12
183	SELECT		4.71
184	REJECT	3,5	2.45
185	SELECT		3.70
186	SELECT		3.94
187	SELECT		4.67
188	SELECT		4.95
189	SELECT		4.95
190	SELECT		4.07
191	SELECT		4.25
192	SELECT		4.88
193	SELECT		3.67
194	SELECT		3.48
195	SELECT		4.62
196	SELECT		4.70
197	SELECT		4.56
198	SELECT		3.80
199	REJECT	3,5	2.45
200	SELECT		4.96
201	SELECT		4.33
202	SELECT		4.37
203	REJECT	3,5	2.01
204	REJECT	5	3.00
205	SELECT		3.12

TABLE 85 - Continued

TASK	INCLUSION (RELEVENCE)	RULE(S) APPLYING	Y-VALUE (LEVEL)
206	SELECT		5.40
207	SELECT		4.62
208	REJECT	3,5	2.27
209	REJECT	5	2.62
210	REJECT	3,5	2.19
211	SELECT		4.84
212	REJECT	3,5	2.69
213	REJECT	3,5	2.87
214	SELECT		5.06
215	SELECT		5.19
216	REJECT	3,5	2.66
217	REJECT	3,5	2.51
218	SELECT		4.61
219	SELECT		3.22
220	SELECT		4.67
221	REJECT	3,5	2.80
222	REJECT	3,5	2.90
223	REJECT	5	3.09
224	REJECT	3,5	2.53
225	REJECT	5	2.95
226	REJECT	3,5	2.93
227	REJECT	3,5	2.74
228	REJECT	5	2.43
229	REJECT	3,5	2.70
230	REJECT	3,5	2.43
231	REJECT	3,5	2.45
232	REJECT	5	3.00
233	REJECT	5	2.98
234	REJECT	5	2.56
235	REJECT	5	2.59
236	REJECT	3,5	2.25
237	REJECT	5	2.93
238	REJECT	3,5	2.48
239	REJECT	3,5	2.64
240	REJECT	3,5	2.45

TABLE 85 - Continued

TASK	INCLUSION (RELEVENCE)	RULE(S) APPLYING	Y-VALUE (LEVEL)
241	REJECT	3,5	2.55
242	REJECT	3,5	2.89
243	REJECT	5	3.06
244	REJECT	3,5	2.30
245	REJECT	3,5	2.59
246	REJECT	3,5	2.30
247	REJECT	3,5	2.53
248	REJECT	3,5	2.30
249	REJECT	5	3.10
250	REJECT	5	2.72
251	SELECT		4.60
252	SELECT		3.94
253	REJECT	5	2.55
254	SELECT		3.20
255	REJECT	5	3.09
256	SELECT		3.45
257	SELECT		3.43
258	SELECT		3.24
259	REJECT	5	2.38
260	REJECT	5	2.93
261	SELECT		3.44
262	SELECT		3.35
263	SELECT		3.20
264	SELECT		3.65
265	SELECT		4.01
266	SELECT		5.70
267	REJECT	5	2.90
268	SELECT		4.03
269	SELECT		4.52
270	SELECT		4.04
271	SELECT		3.97
272	REJECT	2,3,5	2.24
273	SELECT		3.25
274	REJECT	5	3.10
275	SELECT		3.20

TABLE 85 - Continued

TASK	INCLUSION (RELEVENCE)	RULE(S) APPLYING	Y-VALUE (LEVEL)
276	REJECT	3,5	2.01
277	REJECT	3,5	2.24
278	SELECT		4.74
279	SELECT		3.84
280	REJECT	3,5	2.35
281	REJECT	3,5	2.19
282	REJECT	3,5	2.16
283	SELECT		3.54
284	REJECT	5	2.83
285	REJECT	3,5	2.45
286	SELECT		5.15
287	SELECT		4.94
288	REJECT	3,5	2.35
289	SELECT		3.37
290	SELECT		3.68
291	SELECT		3.99
292	SELECT		4.08
293	REJECT	3,5	2.06
294	REJECT	3,5	2.22
295	REJECT	3,5	2.38
296	SELECT		3.50
297	SELECT		3.30
298	REJECT	2,3,5	2.22
299	REJECT	3,5	2.43
300	REJECT	5	2.62
301	REJECT	3,5	2.53
302	REJECT	3,5	2.16
303	REJECT	3,5	2.16
304	REJECT	3,5	2.26
305	REJECT	3,5	2.56
306	REJECT	3,5	2.43
307	REJECT	3,5	2.43
308	REJECT	3,5	2.60
309	REJECT	3,5	2.78
310	REJECT	3,5	2.94

TABLE 85 - Continued

TASK	INCLUSION (RELEVENCE)	RULE(S) APPLYING	Y-VALUE (LEVEL)
311	SELECT		3.58
312	REJECT	3,5	2.19
313	SELECT		3.84
314	SELECT		3.30
315	REJECT	3,5	2.48
316	REJECT	3,5	2.22
317	SELECT		3.61
318	SELECT		3.41
319	REJECT	3,5	2.03
320	REJECT	3,5	2.74
321	REJECT	3,5	2.19
322	SELECT		5.05
323	SELECT		4.15
324	SELECT		4.58
325	SELECT		4.47
326	SELECT		4.38
327	SELECT		4.34
328	SELECT		3.48
329	REJECT	3,5	2.64
330	SELECT		3.38
331	SELECT		3.43
332	SELECT		4.73
333	SELECT		3.96
334	SELECT		5.16
335	SELECT		4.64
336	SELECT		4.35
337	SELECT		4.94
338	SELECT		3.67
339	SELECT		3.52
340	SELECT		5.50
341	SELECT		3.67
342	SELECT		5.18
343	SELECT		5.21
344	SELECT		4.65
345	SELECT		3.56

TABLE 85 - Continued

TASK	INCLUSION (RELEVENCE)	RULE(S) APPLYING	Y-VALUE (LEVEL)
346	SELECT		3.72
347	SELECT		5.13
348	SELECT		3.17
349	SELECT		4.36
350	SELECT		4.10
351	SELECT		5.10
352	SELECT		4.92
353	SELECT		5.28
354	SELECT		4.99
355	SELECT		5.66
356	SELECT		6.13
357	SELECT		6.23
358	REJECT	5	2.87
359	SELECT		5.31
360	SELECT		4.63
361	REJECT	5	2.80
362	SELECT		4.59
363	SELECT		5.45
364	SELECT		3.92
365	SELECT		4.10
366	SELECT		5.11
367	SELECT		5.41
368	SELECT		5.34
369	SELECT		4.92
370	SELECT		3.69
371	SELECT		4.18
372	SELECT		4.82
373	SELECT		4.18
374	SELECT		4.30
375	SELECT		5.29
376	REJECT	5	2.90
377	SELECT		4.56
378	SELECT		6.08
379	SELECT		6.27
380	SELECT		6.45

TABLE 85 - Continued

TASK	INCLUSION (RELEVENCE)	RULE(S) APPLYING	Y-VALUE (LEVEL)
381	SELECT		6.63
382	SELECT		5.31
383	SELECT		5.63
384	SELECT		4.81
385	SELECT		5.61
386	SELECT		5.18
387	SELECT		4.93
388	SELECT		6.05
389	SELECT		5.07
390	SELECT		4.12
391	REJECT	5	2.86
392	SELECT		4.71
393	SELECT		4.27
394	SELECT		4.49
395	SELECT		5.26
396	SELECT		5.34
397	SELECT		5.28
398	SELECT		5.03
399	SELECT		5.59
400	SELECT		5.14
401	SELECT		5.34
402	SELECT		5.24
403	SELECT		5.04
404	SELECT		5.72
405	SELECT		5.50
406	SELECT		4.92
407	SELECT		5.20
408	SELECT		5.59
409	SELECT		4.46
410	SELECT		5.13
411	SELECT		4.90
412	SELECT		5.38
413	SELECT		5.21
414	SELECT		3.61
415	SELECT		5.28

TABLE 85 - Continued

TASK	INCLUSION (RELEVENCE)	RULE(S) APPLYING	Y-VALUE (LEVEL)
416	SELECT		5.26
417	SELECT		5.02
418	SELECT		5.18
419	SELECT		5.13
420	SELECT		4.23
421	SELECT		3.25
422	REJECT	5	2.77
423	REJECT	5	2.92
424	SELECT		3.96
425	SELECT		4.37
426	SELECT		3.36
427	SELECT		3.75
428	SELECT		4.64
429	SELECT		3.88
430	SELECT		5.53
431	SELECT		3.12
432	SELECT		5.45
433	SELECT		4.18
434	SELECT		5.34
435	SELECT		5.01
436	SELECT		5.27
437	SELECT		5.35
438	SELECT		5.27
439	SELECT		5.44
440	SELECT		4.47
441	SELECT		5.78
442	SELECT		5.52

Credit Manager

Employee respondents. Table 86 reveals that 71.429 percent of the respondents used credit manager as their job title. The number of years in department store retailing ranged from 0 to 34 years (see Table 87) while the number of years of work experience as a credit manager ranged from 1 to 15 years (see Table 88). On-the-job or self learned was the most frequent response shown in Table 89 to the question concerning the location of training received to qualify as a credit manager.

TABLE 86

SUMMARY OF EMPLOYEE JOB TITLES FOR CREDIT MANAGER RESPONDENTS

JOB TITLE	Frequency	Cumulative Frequency	Percentage	Cumulative Percentage
Credit Manager	15	15	71.429	71.429
Store Assistant Manager, Credit	2	17	9.524	80.952
Other	4	21	19.048	100.000

TABLE 87

TOTAL NUMBER OF YEARS IN DEPARTMENT STORE RETAILING FOR THE CREDIT MANAGER RESPONDENTS

Total Number of Years in Department Store Retailing	Frequency	Cumulative Frequency	Percentage	Cumulative Percentage
0	1	1	5.000	5.000
2	2	3	10.000	15.000
3	2	5	10.000	25.000
4	1	6	5.000	30.000
5	2	8	10.000	40.000
6	2	10	10.000	50.000
8	2	12	10.000	60.000
9	1	13	5.000	65.000
10	1	14	5.000	70.000
15	1	15	5.000	75.000
17	2	17	10.000	85.000
18	1	18	5.000	90.000
20	1	19	5.000	95.000
34	1	20	5.000	100.000

TABLE 88

THE NUMBER OF YEARS OF WORK EXPERIENCE AS A CREDIT MANAGER

Number of Years of Work Experience	Frequency	Cumulative Frequency	Percentage	Cumulative Percentage
1	2	2	9.091	9.091
2	5	7	22.727	31.818
3	2	9	9.091	40.909
4	2	11	9.091	50.000
5	2	13	9.091	59.091
6	1	14	4.545	63.636
8	2	16	9.091	72.727
10	1	17	4.545	77.273
13	1	18	4.545	81.818
15	4	22	18.182	100.000

TABLE 89

A SUMMARY OF LOCATIONS OF TRAINING RECEIVED TO QUALIFY AS A CREDIT MANAGER

TRAINING LOCATION	NO Frequency	Percentage	YES Frequency	Percentage
Senior High School (Secondary)	19	82.609	4	17.391
Technical Institute or Area Vocational-Technical	22	95.652	1	4.348
Community or Junior College	23	100.000		
Two-year Branch College	22	95.652	1	4.348
Equipment Manufacturer's Training Program	23	100.000		
On the Job (Self Learned)	6	26.087	17	73.913
Previous Work Experience in Other Types of Jobs	14	60.870	9	39.130
Public Vocational School (Secondary)	23	100.000		
Community Manpower Development Program	23	100.000		
Private Business, Trade or Technical School or College	21	91.304	2	8.696
Senior College or University	13	56.522	10	43.478
Employer-Sponsored Training Program	20	86.957	3	13.043
Formal Apprenticeship Program	23	100.000		
Correspondence Courses	23	100.000		
Other	21	91.304	2	8.696

Supervisor respondents. Table 90 indicates that 47.059 percent of the respondents were store managers while 17.647 percent were controllers. The respondents supervisory work experience ranged from 1 to 17 years as shown in Table 91.

TABLE 90

SUMMARY OF JOB TITLES FOR SUPERVISORS OF CREDIT MANAGER RESPONDENTS

JOB TITLE	Frequency	Cumulative Frequency	Percentage	Cumulative Percentage
Store Manager	8	8	47.059	47.059
Controller	3	11	17.647	64.706
Other	6	17	35.294	100.000

TABLE 91

THE NUMBER OF YEARS OF WORK EXPERIENCE AS THE SUPERVISOR OF A CREDIT MANAGER

Number of Years of Work Experience	Frequency	Cumulative Frequency	Percentage	Cumulative Percentage
1	1	1	5.556	5.556
3	1	2	5.556	11.111
4	2	4	11.111	22.222
5	2	6	11.111	33.333
6	1	7	5.556	38.889
7	2	9	11.111	50.000
8	1	10	5.556	55.556
10	2	12	11.111	66.667
12	3	15	16.667	83.333
13	1	16	5.556	88.889
15	1	17	5.556	94.444
17	1	18	5.556	100.000

Task relevance and level of development. There are 117 performance tasks, as shown in Table 92, relevant to the occupation of credit manager.

TABLE 92

TASK INVENTORY DATA SUMMARY
CREDIT MANAGER

TASK RELEVENCE AND LEVEL OF DEVELOPMENT

TASK	INCLUSION (RELEVENCE)	RULE(S) APPLYING	Y-VALUE (LEVEL)
1	REJECT	2,3,5	2.15
2	REJECT	2,3,5	2.18
3	REJECT	5	3.09
4	REJECT	2,5	2.62
5	REJECT	2,5	2.40
6	REJECT	2,5	2.56
7	REJECT	2,3,5	2.18
8	REJECT	2,3,5	2.20
9	REJECT	2,3,5	2.13
10	REJECT	2,3,5	2.13
11	REJECT	2,3,5	2.18
12	REJECT	2,3,5	2.18
13	REJECT	2,3,5	2.25
14	REJECT	2,5	2.35
15	REJECT	2,3,5	2.15
16	REJECT	2,3,5	2.13
17	REJECT	2,3,5	2.52
18	REJECT	2,3,5	2.10
19	REJECT	2,3,5	2.49
20	REJECT	2,3,5	2.39
21	REJECT	2,3,5	2.18
22	REJECT	2,5	2.33
23	REJECT	2,3,5	2.13
24	REJECT	2,3,5	2.23
25	REJECT	2,3,5	2.25
26	SELECT		3.35
27	REJECT	2,5	2.71
28	REJECT	2,3,5	2.08
29	REJECT	2,3,5	2.25
30	REJECT	2,5	2.46

TABLE 92 - Continued

TASK	INCLUSION (RELEVENCE)	RULE(S) APPLYING	Y-VALUE (LEVEL)
31	REJECT	2,5	2.46
32	REJECT	2,5	2.33
33	REJECT	5	2.51
34	SELECT		3.26
35	REJECT	2,3,5	2.28
36	REJECT	2,3,5	2.25
37	REJECT	2,5	2.30
38	REJECT	2,3,5	2.29
39	REJECT	2,3,5	2.18
40	REJECT	2,5	2.62
41	REJECT	2,3,5	2.13
42	REJECT	2,5	2.33
43	REJECT	2,5	2.46
44	REJECT	2,3,5	2.25
45	REJECT	2,5	2.43
46	SELECT		3.19
47	SELECT		4.29
48	SELECT		3.49
49	SELECT		3.34
50	SELECT		4.67
51	SELECT		5.10
52	REJECT	3,5	2.80
53	SELECT		4.44
54	SELECT		4.74
55	SELECT		4.35
56	REJECT	5	2.74
57	SELECT		4.81
58	SELECT		4.57
59	REJECT	5	2.99
60	SELECT		4.47
61	SELECT		5.36
62	SELECT		5.99
63	SELECT		4.79
64	SELECT		3.94
65	SELECT		4.81

TABLE 92 - Continued

TASK	INCLUSION (RELEVENCE)	RULE(S) APPLYING	Y-VALUE (LEVEL)
66	SELECT		3.99
67	SELECT		4.21
68	SELECT		4.62
69	SELECT		4.55
70	SELECT		3.90
71	SELECT		3.49
72	SELECT		3.56
73	SELECT		3.97
74	REJECT	2,5	2.43
75	SELECT		6.41
76	SELECT		3.30
77	REJECT	2,5	2.33
78	SELECT		3.12
79	REJECT	2,5	2.40
80	REJECT	2,5	2.33
81	REJECT	2,5	2.30
82	REJECT	5	2.57
83	REJECT	2,3,5	2.10
84	REJECT	2,3,5	2.20
85	REJECT	2,5	2.38
86	REJECT	2,3,5	2.25
87	REJECT	2,5	2.64
88	REJECT	2,5	2.57
89	REJECT	2,5	2.57
90	REJECT	2,3,5	2.23
91	REJECT	2,3,5	2.28
92	REJECT	2,3,5	2.28
93	REJECT	2,3,5	2.23
94	REJECT	2,3,5	2.18
95	REJECT	2,3,5	2.03
96	REJECT	2,3,5	2.49
97	REJECT	2,5	2.59
98	REJECT	2,5	2.30
99	REJECT	2,5	2.35
100	REJECT	2,3,5	2.54

TABLE 92 - Continued

TASK	INCLUSION (RELEVENCE)	RULE(S) APPLYING	Y-VALUE (LEVEL)
101	REJECT	2,5	2.30
102	REJECT	2,3,5	2.23
103	REJECT	2,3,5	2.13
104	REJECT	2,5	2.62
105	REJECT	2,3,5	2.52
106	REJECT	2,3,5	2.03
107	REJECT	2,3,5	2.47
108	REJECT	2,3,5	2.15
109	REJECT	2,3,5	2.28
110	REJECT	5	2.59
111	REJECT	2,5	2.35
112	REJECT	2,3,5	2.09
113	REJECT	3,5	2.10
114	REJECT	5	2.62
115	REJECT	2,5	2.62
116	REJECT	2,5	2.30
117	REJECT	2,5	2.59
118	REJECT	2,5	2.57
119	REJECT	2,3,5	2.54
120	REJECT	2,3,5	2.18
121	REJECT	2,3,5	2.20
122	REJECT	2,3,5	2.20
123	REJECT	2,3,5	2.13
124	REJECT	2,3,5	2.13
125	REJECT	2,3,5	2.08
126	REJECT	3,5	2.10
127	REJECT	2,3,5	2.15
128	REJECT	2,3,5	2.23
129	REJECT	2,5	2.33
130	REJECT	2,5	2.48
131	REJECT	5	2.69
132	REJECT	2,5	2.46
133	REJECT	5	2.90
134	REJECT	2,5	2.69
135	REJECT	5	2.93

TABLE 92 - Continued

TASK	INCLUSION (RELEVENCE)	RULE(S) APPLYING	Y-VALUE (LEVEL)
136	REJECT	5	2.98
137	REJECT	5	2.86
138	REJECT	5	2.51
139	REJECT	5	2.59
140	REJECT	2,5	2.64
141	REJECT	2,5	2.57
142	REJECT	5	2.97
143	REJECT	2,5	2.46
144	REJECT	2,5	2.40
145	REJECT	2,5	2.33
146	REJECT	2,5	2.33
147	REJECT	2,5	2.30
148	REJECT	2,5	2.38
149	REJECT	2,5	2.40
150	REJECT	2,3,5	2.28
151	REJECT	2,5	2.43
152	REJECT	2,5	2.39
153	REJECT	2,5	2.33
154	REJECT	2,3,5	2.05
155	REJECT	5	2.33
156	REJECT	5	2.53
157	REJECT	5	2.35
158	REJECT	2,5	2.35
159	REJECT	2,3,5	2.28
160	REJECT	2,5	2.32
161	REJECT	2,5	2.30
162	REJECT	2,5	2.30
163	REJECT	2,5	2.35
164	REJECT	2,5	2.30
165	REJECT	2,5	2.43
166	REJECT	2,5	2.57
167	REJECT	2,3,5	2.49
168	REJECT	2,5	2.58
169	REJECT	2,3,5	2.15
170	REJECT	2,5	2.35

TABLE 92 - Continued

TASK	INCLUSION (RELEVENCE)	RULE(S) APPLYING	Y-VALUE (LEVEL)
171	REJECT	2,3,5	2.05
172	REJECT	5	2.86
173	REJECT	2,5	2.46
174	REJECT	5	2.66
175	SELECT		5.34
176	SELECT		5.76
177	SELECT		3.34
178	SELECT		4.11
179	SELECT		3.13
180	REJECT	5	2.60
181	SELECT		3.44
182	REJECT	5	3.05
183	SELECT		4.77
184	SELECT		4.63
185	SELECT		4.31
186	SELECT		3.50
187	REJECT	2,5	2.60
188	SELECT		4.09
189	SELECT		4.12
190	SELECT		3.46
191	REJECT	5	2.74
192	REJECT	5	2.96
193	REJECT	5	2.55
194	REJECT	2,5	2.64
195	REJECT	5	2.50
196	REJECT	5	2.41
197	REJECT	5	2.38
198	SELECT		4.26
199	SELECT		4.65
200	REJECT	2,3,5	2.26
201	REJECT	2,3,5	2.26
202	REJECT	5	2.43
203	SELECT		5.87
204	SELECT		3.32
205	SELECT		3.13

TABLE 92 - Continued

TASK	INCLUSION (RELEVENCE)	RULE(S) APPLYING	Y-VALUE (LEVEL)
206	SELECT		4.21
207	SELECT		5.00
208	SELECT		5.13
209	REJECT	2,3,5	2.29
210	SELECT		5.32
211	REJECT	5	2.79
212	SELECT		3.78
213	REJECT	5	2.67
214	SELECT		4.32
215	SELECT		4.26
216	SELECT		5.71
217	REJECT	5	2.90
218	REJECT	5	2.55
219	REJECT	2,5	2.59
220	REJECT	2,5	2.50
221	REJECT	5	2.91
222	REJECT	5	2.88
223	REJECT	5	2.50
224	REJECT	2,3,5	2.15
225	REJECT	2,3,5	2.29
226	REJECT	2,3,5	2.20
227	REJECT	5	2.57
228	REJECT	3,5	2.29
229	REJECT	5	2.83
230	SELECT		4.59
231	REJECT	2,5	2.50
232	REJECT	2,5	2.52
233	REJECT	5	2.34
234	REJECT	5	2.36
235	REJECT	2,5	2.45
236	REJECT	2,5	2.62
237	REJECT	2,5	2.62
238	REJECT	2,5	2.50
239	REJECT	2,5	2.53
240	REJECT	2,3,5	2.26

TABLE 92 - Continued

TASK	INCLUSION (RELEVENCE)	RULE(S) APPLYING	Y-VALUE (LEVEL)
241	REJECT	2,5	2.48
242	REJECT	2,5	2.45
243	REJECT	2,5	2.36
244	SELECT		4.42
245	REJECT	5	2.67
246	REJECT	5	2.72
247	REJECT	5	2.45
248	REJECT	2,5	2.43
249	REJECT	5	2.53
250	REJECT	2,5	2.38
251	SELECT		3.78
252	REJECT	5	2.94
253	REJECT	5	2.41
254	SELECT		5.20
255	SELECT		5.19
256	SELECT		3.96
257	REJECT	5	2.43
258	REJECT	5	2.77
259	SELECT		5.22
260	SELECT		4.66
261	SELECT		5.52
262	REJECT	5	2.93
263	SELECT		3.92
264	SELECT		5.06
265	REJECT	5	3.03
266	SELECT		4.55
267	SELECT		4.66
268	SELECT		5.86
269	REJECT	3,5	2.55
270	SELECT		3.39
271	SELECT		4.26
272	SELECT		3.94
273	REJECT	3,5	2.51
274	REJECT	5	2.81
275	REJECT	5	2.60

TABLE 92 - Continued

TASK	INCLUSION (RELEVENCE)	RULE(S) APPLYING	Y-VALUE (LEVEL)
276	SELECT		4.84
277	SELECT		4.47
278	SELECT		4.04
279	SELECT		4.23
280	REJECT	3,5	2.52
281	REJECT	5	2.94
282	SELECT		3.87
283	REJECT	5	2.48
284	REJECT	2,5	2.34
285	REJECT	2,3,5	2.27
286	REJECT	5	2.53
287	SELECT		3.66
288	SELECT		5.20
289	REJECT	3,5	2.16
290	REJECT	3,5	2.14
291	REJECT	2,3,5	2.21
292	REJECT	5	2.33
293	SELECT		4.38
294	REJECT	2,3,5	2.23
295	REJECT	2,3,5	2.28
296	REJECT	5	3.06
297	REJECT	5	3.01
298	REJECT	5	2.50
299	REJECT	5	2.50
300	REJECT	5	2.36
301	REJECT	2,3,5	2.21
302	REJECT	2,3,5	2.19
303	REJECT	2,5	2.48
304	REJECT	2,5	2.65
305	REJECT	2,3,5	2.29
306	SELECT		3.51
307	SELECT		4.66
308	REJECT	2,5	2.33
309	REJECT	5	2.91
310	REJECT	2,3,5	2.24

TABLE 92 - Continued

TASK	INCLUSION (RELEVENCE)	RULE(S) APPLYING	Y-VALUE (LEVEL)
311	REJECT	5	2.93
312	REJECT	2,3,5	1.97
313	SELECT		4.11
314	SELECT		6.15
315	REJECT	5	2.48
316	SELECT		4.52
317	REJECT	5	2.53
318	REJECT	2,3,5	2.21
319	SELECT		4.21
320	REJECT	3,5	2.48
321	SELECT		4.40
322	SELECT		5.15
323	REJECT	5	2.43
324	REJECT	5	2.76
325	REJECT	2,5	2.30
326	REJECT	3,5	2.28
327	REJECT	5	2.43
328	REJECT	2,3,5	2.52
329	REJECT	2,3,5	2.29
330	REJECT	2,5	2.38
331	REJECT	5	2.64
332	REJECT	2,3,5	2.25
333	REJECT	5	2.39
334	REJECT	5	2.83
335	REJECT	5	2.40
336	REJECT	5	2.66
337	REJECT	5	2.88
338	SELECT		3.28
339	REJECT	5	2.46
340	REJECT	2,5	2.48
341	REJECT	2,3,5	2.34
342	REJECT	5	2.46
343	REJECT	5	2.38
344	REJECT	2,5	2.57
345	REJECT	2,5	2.62

TABLE 92 - Continued

TASK	INCLUSION (RELEVENCE)	RULE(S) APPLYING	Y-VALUE (LEVEL)
346	REJECT	2,5	2.59
347	REJECT	2,5	2.35
348	REJECT	2,3,5	2.47
349	REJECT	5	2.38
350	REJECT	2,3,5	2.10
351	REJECT	5	2.51
352	REJECT	2,5	2.53
353	REJECT	3,5	2.28
354	SELECT		3.76
355	REJECT	5	3.06
356	SELECT		3.85
357	REJECT	5	2.74
358	SELECT		5.68
359	SELECT		4.85
360	SELECT		4.02
361	REJECT	5	2.43
362	REJECT	3,5	2.38
363	REJECT	2,3,5	2.16
364	SELECT		3.44
365	REJECT	5	2.91
366	REJECT	5	3.09
367	SELECT		3.14
368	REJECT	5	2.77
369	SELECT		3.25
370	REJECT	2,3,5	2.01
371	REJECT	2,3,5	2.24
372	REJECT	2,3,5	2.53
373	REJECT	2,3,5	2.14
374	REJECT	2,5	2.43
375	SELECT		3.33
376	REJECT	2,3,5	2.16
377	REJECT	5	2.67
378	REJECT	5	2.72
379	REJECT	5	2.98
380	REJECT	5	2.82

TABLE 92 - Continued

TASK	INCLUSION (RELEVENCE)	RULE(S) APPLYING	Y-VALUE (LEVEL)
381	REJECT	5	3.01
382	SELECT		3.51
383	REJECT	5	3.09
384	REJECT	5	2.59
385	REJECT	2,5	2.59
386	REJECT	5	2.56
387	REJECT	5	2.69
388	REJECT	5	3.01
389	REJECT	2,3,5	2.27
390	REJECT	2,3,5	2.19
391	REJECT	2,3,5	2.22
392	REJECT	5	2.91
393	REJECT	5	2.93
394	REJECT	2,3,5	2.40
395	REJECT	5	2.46
396	REJECT	5	2.48
397	REJECT	5	2.61
398	REJECT	5	2.61
399	REJECT	5	2.64
400	SELECT		3.78
401	REJECT	5	2.83
402	REJECT	2,5	2.30
403	REJECT	2,5	2.72
404	REJECT	5	2.90
405	SELECT		4.04
406	REJECT	5	2.85
407	REJECT	2,3,5	2.24
408	REJECT	5	2.78
409	REJECT	2,3,5	2.33
410	SELECT		3.51
411	REJECT	2,5	2.72
412	SELECT		3.12
413	SELECT		3.60
414	REJECT	3,5	2.24
415	REJECT	3,5	2.11

TABLE 92 - Continued

TASK	INCLUSION (RELEVENCE)	RULE(S) APPLYING	Y-VALUE (LEVEL)
416	REJECT	3,5	2.40
417	REJECT	5	3.09
418	REJECT	5	2.30
419	REJECT	2,5	2.32
420	REJECT	2,3,5	2.11
421	SELECT		5.16
422	REJECT	5	2.54
423	SELECT		4.03
424	SELECT		3.25
425	REJECT	3,5	2.80
426	REJECT	2,3,5	2.11
427	REJECT	3,5	2.24
428	REJECT	5	2.46
429	REJECT	2,5	2.30
430	REJECT	5	2.85
431	REJECT	2,3,5	2.19
432	REJECT	5	2.56
433	SELECT		3.17
434	REJECT	5	2.67
435	SELECT		3.67
436	SELECT		3.79
437	SELECT		3.88
438	SELECT		3.54
439	SELECT		3.33
440	SELECT		3.22
441	SELECT		3.99
442	SELECT		3.28

Display Manager

Employee respondents. Table 93 indicates that 81.818 percent of the respondents used the job title of display manager. The number of years in department store retailing ranged from 0 to 30 years (see Table 94) with a similar range from 1 to 25 years (see Table 95) for the number of years of work experience as a display manager. On-the-job (self learned) was the most frequent response to the location of training received to qualify as a display manager (see Table 96).

TABLE 93

SUMMARY OF EMPLOYEE JOB TITLES FOR
DISPLAY MANAGER RESPONDENTS

JOB TITLE	Frequency	Cumulative Frequency	Percentage	Cumulative Percentage
Display Manager	18	18	81.818	81.818
Display Coordinator	2	20	9.091	90.909
Other	2	22	9.091	100.000

TABLE 94

TOTAL NUMBER OF YEARS IN DEPARTMENT STORE RETAILING FOR THE DISPLAY MANAGER RESPONDENTS

Number of Years in Department Store Retailing	Frequency	Cumulative Frequency	Percentage	Cumulative Percentage
0	1	1	4.762	4.762
4	1	2	4.762	9.524
5	1	3	4.762	14.286
6	1	4	4.762	19.048
7	1	5	4.762	23.810
9	2	7	9.524	33.333
10	3	10	14.286	47.619
11	2	12	9.524	57.143
12	1	13	4.762	61.905
13	1	14	4.762	66.667
14	1	15	4.762	71.429
15	1	16	4.762	76.190
17	1	17	4.762	80.952
20	2	19	9.524	90.476
24	1	20	4.762	95.238
30	1	21	4.762	100.000

TABLE 95

THE NUMBER OF YEARS OF WORK EXPERIENCE AS A DISPLAY MANAGER

Number of Years of Work Experience	Frequency	Cumulative Frequency	Percentage	Cumulative Percentage
1	1	1	4.762	4.762
2	1	2	4.762	9.524
3	1	3	4.762	14.286
4	3	6	14.286	28.571
5	2	8	9.524	38.095
6	2	10	9.524	47.619
7	3	13	14.286	61.905
8	2	15	9.524	71.429
9	1	16	4.762	76.190
10	1	17	4.762	80.952
14	1	18	4.762	85.714
17	1	19	4.762	90.476
20	1	20	4.762	95.238
25	1	21	4.762	100.000

TABLE 96

A SUMMARY OF LOCATIONS OF TRAINING RECEIVED TO QUALIFY AS A DISPLAY MANAGER

TRAINING LOCATION	NO		YES	
	Frequency	Percentage	Frequency	Percentage
Senior High School (Secondary)	18	72.000	7	28.000
Technical Institute or Area Vocational-Technical	24	96.000	1	4.000
Community or Junior College	24	96.000	1	4.000
Two-year Branch College	23	92.000	2	8.000
Equipment Manufacturer's Training Program	25	100.000		
On the Job (Self Learned)	6	24.000	19	76.000
Previous Work Experience in Other Types of Jobs	19	76.000	6	24.000
Public Vocational School (Secondary)	25	100.000		
Community Manpower Development Program	25	100.000		
Private Business, Trade or Technical School or College	22	88.000	3	12.000
Senior College or University	21	84.000	4	16.000
Employer-Sponsored Training Program	25	100.000		
Formal Apprenticeship Program	25	100.000		
Correspondence Courses	23	92.000	2	8.000
Other	23	92.000	2	8.000

Supervisor respondents. Examination of Table 97 revealed that 57.985 percent of the respondents indicated other as their job title leaving 42.105 percent of the respondents in the classification as sales promotion executive, corporate display manager, and store manager. The number of years of work experience as the supervisor of display managers ranged from 1 to 42 years (refer to Table 98).

TABLE 97

SUMMARY OF JOB TITLES FOR SUPERVISORS OF DISPLAY MANAGER RESPONDENTS

JOB TITLE	Frequency	Cumulative Frequency	Percentage	Cumulative Percentage
Sales Promotion Executive	1	1	5.263	5.263
Corporate Display Manager	2	3	10.526	15.789
Store Manager	5	8	26.316	42.105
Other	11	19	57.895	100.000

TABLE 98

THE NUMBER OF YEARS OF WORK EXPERIENCE AS THE SUPERVISOR OF A DISPLAY MANAGER

Number of Years of Work Experience	Frequency	Cumulative Frequency	Percentage	Cumulative Percentage
1	1	1	5.263	5.263
2	2	3	10.526	15.789
4	1	4	5.263	21.053
5	3	7	15.789	36.842
6	1	8	5.263	42.105
7	1	9	5.263	47.368
8	1	10	5.263	52.632
10	3	13	15.789	68.421
12	2	15	10.526	78.947
18	1	16	5.263	84.211
20	1	17	5.263	89.474
30	1	18	5.263	94.737
42	1	19	5.263	100.000

Task relevance and level of development. Table 99 shows that 161 performance tasks were relevant to the occupation of display manager.

TABLE 99

TASK INVENTORY DATA SUMMARY
DISPLAY MANAGER

TASK RELEVENCE AND LEVEL OF DEVELOPMENT

TASK	INCLUSION (RELEVENCE)	RULE(S) APPLYING	Y-VALUE (LEVEL)
1	REJECT	5	2.39
2	REJECT	3,5	2.55
3	REJECT	5	3.08
4	SELECT		3.30
5	SELECT		3.92
6	SELECT		5.32
7	SELECT		3.30
8	REJECT	5	2.50
9	REJECT	2,3,5	2.49
10	REJECT	2,3,5	2.21
11	REJECT	2,3,5	2.39
12	REJECT	2,3,5	2.44
13	REJECT	5	2.85
14	SELECT		3.45
15	REJECT	2,3,5	2.53
16	SELECT		3.14
17	SELECT		3.14
18	REJECT	2,3,5	2.08
19	REJECT	2,3,5	2.13
20	REJECT	2,5	2.58
21	REJECT	5	3.05
22	SELECT		3.23
23	REJECT	3,5	2.13
24	REJECT	5	2.41
25	REJECT	5	2.87
26	SELECT		3.64
27	SELECT		4.35
28	REJECT	2,3,5	2.08
29	REJECT	2,3,5	1.92
30	SELECT		4.03

TABLE 99 - Continued

TASK	INCLUSION (RELEVENCE)	RULE(S) APPLYING	Y-VALUE (LEVEL)
31	REJECT	5	3.05
32	REJECT	5	2.65
33	SELECT		3.47
34	SELECT		4.65
35	SELECT		3.29
36	SELECT		3.14
37	REJECT	3,5	2.49
38	REJECT	5	2.79
39	REJECT	5	2.62
40	REJECT	5	2.93
41	REJECT	2,3,5	2.32
42	REJECT	5	2.73
43	REJECT	5	2.75
44	REJECT	5	2.86
45	REJECT	2,5	2.60
46	SELECT		3.53
47	SELECT		3.45
48	REJECT	3,5	2.04
49	SELECT		3.36
50	SELECT		3.95
51	SELECT		4.26
52	REJECT	2,3,5	2.13
53	SELECT		4.10
54	SELECT		3.89
55	SELECT		3.50
56	SELECT		3.64
57	REJECT	5	2.84
58	SELECT		3.58
59	REJECT	5	3.10
60	SELECT		4.28
61	SELECT		3.94
62	REJECT	2,3,5	2.25
63	SELECT		3.64
64	SELECT		5.32
65	SELECT		3.86

TABLE 99 - Continued

TASK	INCLUSION (RELEVENCE)	RULE(S) APPLYING	Y-VALUE (LEVEL)
66	SELECT		4.35
67	SELECT		4.94
68	SELECT		4.19
69	SELECT		5.36
70	REJECT	2,3,5	2.29
71	SELECT		4.10
72	REJECT	2,5	2.66
73	SELECT		3.71
7[illegible]	REJECT	5	3.06
75	SELECT		3.80
76	SELECT		4.95
77	SELECT		6.08
78	SELECT		5.00
79	SELECT		6.28
80	SELECT		4.12
81	SELECT		5.64
82	SELECT		5.95
83	SELECT		5.25
84	SELECT		5.41
85	SELECT		5.98
86	SELECT		4.19
87	SELECT		6.52
88	SELECT		6.76
89	SELECT		6.71
90	SELECT		5.85
91	SELECT		6.46
92	SELECT		6.57
93	SELECT		5.47
94	SELECT		5.66
95	SELECT		6.07
96	SELECT		5.69
97	SELECT		6.18
98	SELECT		4.97
99	SELECT		6.10
100	SELECT		5.23

TABLE 99 - Continued

TASK	INCLUSION (RELEVENCE)	RULE(S) APPLYING	Y-VALUE (LEVEL)
101	SELECT		4.61
102	SELECT		5.03
103	SELECT		4.02
104	SELECT		4.78
105	SELECT		4.14
106	SELECT		4.17
107	SELECT		5.27
108	SELECT		4.18
109	SELECT		4.02
110	SELECT		4.69
111	SELECT		4.69
112	SELECT		5.09
113	SELECT		5.26
114	SELECT		6.50
115	SELECT		6.09
116	SELECT		6.23
117	SELECT		5.69
118	SELECT		5.43
119	SELECT		6.70
120	SELECT		6.81
121	SELECT		7.16
122	SELECT		5.76
123	SELECT		5.67
124	SELECT		4.01
125	SELECT		3.73
126	SELECT		3.21
127	SELECT		5.63
128	REJECT	5	2.91
129	REJECT	5	2.84
130	SELECT		3.55
131	SELECT		3.23
132	SELECT		3.28
133	SELECT		3.18
134	REJECT	5	3.03
135	REJECT	5	2.79

TABLE 99 - Continued

TASK	INCLUSION (RELEVENCE)	RULE(S) APPLYING	Y-VALUE (LEVEL)
136	REJECT	5	2.79
137	REJECT	5	2.74
138	SELECT		3.10
139	REJECT	5	2.72
140	REJECT	5	2.77
141	REJECT	2,5	2.77
142	REJECT	5	2.92
143	REJECT	5	2.68
144	REJECT	5	3.03
145	REJECT	5	2.79
146	REJECT	2,5	2.46
147	REJECT	2,5	2.58
148	REJECT	3,5	2.18
149	REJECT	5	2.35
150	REJECT	3,5	2.28
151	REJECT	3,5	2.18
152	REJECT	2,5	2.35
153	REJECT	2,5	2.67
154	REJECT	2,3,5	1.98
155	REJECT	5	2.84
156	REJECT	2,5	2.30
157	SELECT		3.22
158	REJECT	3,5	2.39
159	REJECT	2,5	2.69
160	SELECT		3.44
161	REJECT	5	2.74
162	REJECT	5	3.01
163	REJECT	2,5	2.83
164	REJECT	5	3.01
165	REJECT	5	2.84
166	REJECT	5	2.66
167	REJECT	5	2.69
168	REJECT	5	2.69
169	REJECT	5	2.72
170	REJECT	3,5	2.44

TABLE 99 - Continued

TASK	INCLUSION (RELEVENCE)	RULE(S) APPLYING	Y-VALUE (LEVEL)
171	REJECT	3,5	2.65
172	SELECT		3.90
173	REJECT	5	2.79
174	REJECT	3,5	2.27
175	REJECT	3,5	2.19
176	REJECT	2,3,5	1.90
177	REJECT	5	2.76
178	SELECT		3.73
179	REJECT	5	2.77
180	REJECT	2,5	2.57
181	REJECT	5	2.82
182	REJECT	5	2.67
183	SELECT		3.27
184	REJECT	2,3,5	2.18
185	SELECT		3.49
186	SELECT		3.22
187	REJECT	5	3.05
188	SELECT		4.71
189	SELECT		4.51
190	SELECT		3.16
191	REJECT	3,5	2.54
192	SELECT		3.14
193	REJECT	3,5	2.54
194	REJECT	3,5	2.14
195	REJECT	3,5	2.31
196	REJECT	5	2.57
197	SELECT		3.14
198	REJECT	2,5	2.46
199	REJECT	2,3,5	2.15
200	REJECT	5	2.90
201	REJECT	5	3.07
202	SELECT		3.43
203	REJECT	2,3,5	2.10
204	REJECT	5	2.90
205	REJECT	5	3.00

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TABLE 99 - Continued

TASK	INCLUSION (RELEVENCE)	RULE(S) APPLYING	Y-VALUE (LEVEL)
206	SELECT		3.54
207	SELECT		3.85
208	REJECT	3,5	2.00
209	REJECT	5	2.48
210	REJECT	2,3,5	2.24
211	SELECT		3.56
212	REJECT	2,3,5	2.19
213	REJECT	3,5	2.68
214	SELECT		3.73
215	SELECT		3.68
216	REJECT	3,5	2.79
217	REJECT	2,3,5	2.18
218	SELECT		4.87
219	REJECT	3,5	2.00
220	SELECT		3.21
221	REJECT	5	2.30
222	SELECT		3.39
223	REJECT	2,5	2.30
224	REJECT	3,5	2.37
225	SELECT		3.92
226	REJECT	2,5	2.33
227	SELECT		3.17
228	REJECT	5	3.03
229	SELECT		3.25
230	REJECT	2,3,5	2.00
231	REJECT	3,5	2.00
232	REJECT	3,5	2.10
233	REJECT	3,5	2.20
234	REJECT	3,5	2.23
235	REJECT	5	2.30
236	REJECT	3,5	2.15
237	REJECT	3,5	2.16
238	REJECT	3,5	2.21
239	REJECT	3,5	2.15
240	REJECT	2,3,5	2.00

TABLE 99 - Continued

TASK	INCLUSION (RELEVENCE)	RULE(S) APPLYING	Y-VALUE (LEVEL)
241	REJECT	3,5	2.21
242	REJECT	3,5	2.09
243	REJECT	5	2.74
244	REJECT	2,3,5	1.90
245	REJECT	3,5	2.47
246	REJECT	5	2.39
247	REJECT	3,5	2.25
248	REJECT	3,5	2.00
249	REJECT	3,5	2.12
250	REJECT	3,5	2.37
251	SELECT		3.36
252	REJECT	5	2.72
253	REJECT	3,5	2.23
254	REJECT	3,5	2.44
255	REJECT	3,5	2.49
256	SELECT		3.12
257	REJECT	5	2.92
258	REJECT	5	2.38
259	REJECT	2,3,5	1.95
260	SELECT		3.68
261	REJECT	3,5	2.25
262	REJECT	5	2.48
263	REJECT	5	2.30
264	REJECT	3,5	2.05
265	SELECT		3.27
266	SELECT		4.19
267	REJECT	3,5	2.09
268	REJECT	3,5	2.06
269	SELECT		3.21
270	SELECT		3.44
271	SELECT		3.97
272	REJECT	2,3,5	2.01
273	REJECT	2,3,5	2.06
274	REJECT	5	2.35
275	REJECT	5	2.83

TABLE 99 - Continued

TASK	INCLUSION (RELEVENCE)	RULE(S) APPLYING	Y-VALUE (LEVEL)
276	REJECT	2,3,5	1.90
277	REJECT	2,3,5	1.90
278	SELECT		3.97
279	REJECT	5	2.78
280	REJECT	3,5	2.22
281	REJECT	3,5	2.38
282	REJECT	3,5	2.22
283	REJECT	5	2.51
284	SELECT		3.17
285	REJECT	5	2.82
286	SELECT		3.17
287	SELECT		3.67
288	REJECT	3,5	1.90
289	REJECT	5	2.75
290	SELECT		3.22
291	SELECT		3.12
292	SELECT		3.45
293	REJECT	2,3,5	1.90
294	REJECT	2,3,5	2.32
295	REJECT	2,5	2.64
296	SELECT		3.25
297	REJECT	5	2.89
298	REJECT	3,5	2.22
299	REJECT	3,5	2.24
300	REJECT	5	2.66
301	REJECT	2,3,5	1.90
302	REJECT	3,5	2.00
303	REJECT	3,5	2.28
304	REJECT	5	2.33
305	REJECT	2,3,5	2.20
306	REJECT	2,3,5	2.00
307	REJECT	2,3,5	1.90
308	REJECT	2,3,5	2.20
309	REJECT	3,5	2.23
310	REJECT	2,3,5	2.18

TABLE 99 - Continued

TASK	INCLUSION (RELEVENCE)	RULE(S) APPLYING	Y-VALUE (LEVEL)
311	REJECT	5	2.82
312	REJECT	2,3,5	2.13
313	SELECT		3.24
314	REJECT	2,3,5	2.42
315	REJECT	5	2.38
316	REJECT	2,3,5	1.90
317	REJECT	5	2.33
318	REJECT	5	2.63
319	REJECT	2,3,5	2.05
320	REJECT	2,5	2.38
321	REJECT	2,3,5	1.90
322	REJECT	5	2.92
323	REJECT	5	2.72
324	SELECT		3.30
325	REJECT	5	2.87
326	SELECT		3.39
327	SELECT		3.45
328	SELECT		3.49
329	REJECT	2,3,5	2.10
330	REJECT	3,5	2.43
331	REJECT	3,5	2.79
332	REJECT	5	2.40
333	REJECT	5	2.77
334	REJECT	5	2.87
335	REJECT	5	3.05
336	REJECT	5	3.02
337	REJECT	5	2.78
338	REJECT	3,5	2.51
339	SELECT		3.17
340	REJECT	5	2.92
341	REJECT	3,5	2.26
342	SELECT		4.07
343	SELECT		3.11
344	REJECT	5	3.02
345	REJECT	5	2.72

TABLE 99 - Continued

TASK	INCLUSION (RELEVENCE)	RULE(S) APPLYING	Y-VALUE (LEVEL)
346	REJECT	5	2.77
347	SELECT		3.31
348	REJECT	2,3,5	2.29
349	REJECT	5	2.54
350	REJECT	5	2.72
351	REJECT	5	2.94
352	REJECT	5	2.80
353	SELECT		3.45
354	REJECT	5	3.05
355	SELECT		3.22
356	SELECT		3.12
357	REJECT	5	2.97
358	REJECT	2,3,5	2.15
359	REJECT	5	2.58
360	REJECT	5	2.63
361	REJECT	2,3,5	1.95
362	REJECT	5	2.51
363	SELECT		4.17
364	REJECT	2,3,5	2.11
365	REJECT	3,5	2.23
366	REJECT	2,5	2.53
367	REJECT	5	2.51
368	REJECT	5	2.82
369	REJECT	2,5	2.33
370	REJECT	2,3,5	2.23
371	REJECT	5	2.95
372	REJECT	5	3.07
373	REJECT	5	3.05
374	REJECT	5	2.53
375	REJECT	5	2.30
376	REJECT	2,5	2.48
377	REJECT	5	3.02
378	REJECT	5	3.07
379	SELECT		3.15
380	REJECT	5	2.92

TABLE 99 - Continued

TASK	INCLUSION (RELEVENCE)	RULE(S) APPLYING	Y-VALUE (LEVEL)
381	REJECT	5	2.87
382	SELECT		3.17
383	REJECT	5	2.79
384	REJECT	5	2.82
385	REJECT	5	2.92
396	SELECT		3.30
387	REJECT	5	3.10
388	SELECT		3.51
389	REJECT	3,5	2.28
390	REJECT	3,5	2.39
391	REJECT	3,5	2.39
392	REJECT	5	2.51
393	REJECT	5	2.30
394	SELECT		3.17
395	REJECT	5	3.00
396	REJECT	5	3.10
397	REJECT	5	2.79
398	SELECT		3.61
399	SELECT		3.49
400	SELECT		3.45
401	SELECT		3.20
402	SELECT		3.17
403	REJECT	5	2.71
404	SELECT		3.32
405	REJECT	5	2.38
406	REJECT	5	2.95
407	SELECT		3.18
408	REJECT	5	2.84
409	REJECT	5	2.86
410	REJECT	3,5	2.18
411	REJECT	5	2.83
412	REJECT	5	2.40
413	REJECT	5	2.48
414	REJECT	3,5	2.23
415	REJECT	5	2.97

TABLE 99 - Continued

TASK	INCLUSION (RELEVENCE)	RULE(S) APPLYING	Y-VALUE (LEVEL)
416	REJECT	5	2.97
417	REJECT	2,5	2.40
418	REJECT	2,5	2.46
419	REJECT	5	2.93
420	REJECT	3,5	2.13
421	REJECT	2,3,5	2.03
422	REJECT	2,3,5	2.16
423	REJECT	2,3,5	2.18
424	REJECT	2,3,5	2.01
425	SELECT		3.80
426	REJECT	2,3,5	2.03
427	REJECT	2,3,5	2.15
428	SELECT		3.12
429	REJECT	5	2.98
430	REJECT	5	2.92
431	REJECT	5	2.45
432	REJECT	5	2.97
433	REJECT	5	2.33
434	REJECT	5	2.43
435	REJECT	5	2.33
436	REJECT	5	2.43
437	REJECT	5	2.35
438	REJECT	5	2.43
439	REJECT	3,5	2.20
440	REJECT	3,5	2.20
441	REJECT	5	2.30
442	REJECT	3,5	2.28

Receiving Manager

Employee respondents. Table 100 shows that 86.364 percent of the respondents used the job title of receiving manager. A range from 0 to 20 years in department store retailing was reported in Table 101 with a larger range from 0 to 30 years of work experience as a receiving manager reported in Table 102. The location of training received to qualify as a receiving manager was on-the-job (self learned) with 68.182 percent of the respondents selecting that location (see Table 103).

TABLE 100

SUMMARY OF EMPLOYEE JOB TITLES FOR RECEIVING MANAGER RESPONDENTS

JOB TITLE	Frequency	Cumulative Frequency	Percentage	Cumulative Percentage
Receiving Manager	19	19	86.364	86.364
Receiving Supervisor	2	21	9.091	95.455
Other	1	22	4.545	100.000

TABLE 101

TOTAL NUMBER OF YEARS IN DEPARTMENT STORE RETAILING FOR THE RECEIVING MANAGER RESPONDENTS

Number of Years in Department Store Retailing	Frequency	Cumulative Frequency	Percentage	Cumulative Percentage
0	1	1	5.556	5.556
2	1	2	5.556	11.111
4	1	3	5.556	16.667
5	7	10	38.889	55.556
6	1	11	5.556	61.111
7	1	12	5.556	66.667
8	2	14	11.111	77.778
9	2	16	11.111	88.889
16	1	17	5.556	94.444
20	1	18	5.556	100.000

TABLE 102

THE NUMBER OF YEARS OF WORK EXPERIENCE AS A RECEIVING MANAGER

Number of Years of Work Experience	Frequency	Cumulative Frequency	Percentage	Cumulative Percentage
0	1	1	5.000	5.000
1	2	3	10.000	15.000
2	2	5	10.000	25.000
3	4	9	20.000	45.000
4	2	11	10.000	55.000
5	1	12	5.000	60.000
6	1	13	5.000	65.000
7	3	16	15.000	80.000
9	1	17	5.000	85.000
10	1	18	5.000	90.000
14	1	19	5.000	95.000
30	1	20	5.000	100.000

TABLE 103

A SUMMARY OF LOCATIONS OF TRAINING RECEIVED TO QUALIFY AS A RECEIVING MANAGER

TRAINING LOCATION	NO Frequency	Percentage	YES Frequency	Percentage
Senior High School (Secondary)	18	81.818	4	18.182
Technical Institute or Area Vocational-Technical	22	100.000		
Community or Junior College	20	90.909	2	9.091
Two-year Branch College	21	95.455	1	4.545
Equipment Manufacturer's Training Program	22	100.000		
On the Job (Self Learned)	7	31.818	15	68.182
Previous Work Experience in Other Types of Jobs	16	72.727	6	27.273
Public Vocational School (Secondary)	22	100.000		
Community Manpower Development Program	22	100.000		
Private Business, Trade or Technical School or College	22	100.000		
Senior College or University	19	86.364	3	13.636
Employer-Sponsored Training Program	20	90.090	2	9.091
Formal Apprenticeship Program	22	100.000		
Correspondence Courses	22	100.000		
Other	21	95.455	1	4.545

Supervisor respondents. Table 104 indicates that store managers with 38.889 percent and manager of merchandise processing and hauling with 27.778 percent represented the majority of the supervisor respondents. A range from 3 to 40 years of supervisor experience was reported in Table 105.

TABLE 104

SUMMARY OF JOB TITLES FOR SUPERVISORS OF RECEIVING MANAGER RESPONDENTS

JOB TITLE	Frequency	Cumulative Frequency	Percentage	Cumulative Percentage
Store Manager	7	7	38.889	38.889
Manager of Merchandise Processing and Hauling	5	12	27.778	66.667
Other	6	18	33.333	100.000

TABLE 105

THE NUMBER OF YEARS OF WORK EXPERIENCE AS THE SUPERVISOR OF A RECEIVING MANAGER

Number of Years of Work Experience	Frequency	Cumulative Frequency	Percentage	Cumulative Percentage
3	2	2	11.111	11.111
6	4	6	22.222	33.333
8	1	7	5.556	38.889
10	3	10	16.667	55.556
12	2	12	11.111	66.667
14	1	13	5.556	72.222
15	2	15	11.111	83.333
18	1	16	5.556	88.889
27	1	17	5.556	94.444
40	1	18	5.556	100.000

Task relevancy and level of development. Table 106 reports that 89 performance tasks were relevant to the occupation of receiving manager.

TABLE 106

TASK INVENTORY DATA SUMMARY RECEIVING MANAGER

TASK RELEVENCE AND LEVEL OF DEVELOPMENT

TASK	INCLUSION (RELEVENCE)	RULE(S) APPLYING	Y-VALUE (LEVEL)
1	REJECT	2,3,5	2.05
2	REJECT	2,3,5	2.39
3	REJECT	5	2.78
4	REJECT	3,5	2.28
5	REJECT	3,5	2.11
6	REJECT	3,5	2.53
7	REJECT	2,3,5	2.35
8	REJECT	2,3,5	2.13
9	REJECT	3,5	2.35
10	REJECT	2,3,5	2.38
11	REJECT	2,3,5	2.30
12	REJECT	2,3,5	2.05
13	REJECT	3,5	2.10
14	REJECT	3,5	2.08
15	REJECT	2,3,5	2.08
16	REJECT	3,5	2.33
17	REJECT	2,3,5	2.33
18	REJECT	5	2.55
19	REJECT	2,3,5	2.30
20	REJECT	2,3,5	2.10
21	REJECT	2,3,5	2.30
22	REJECT	2,3,5	2.10
23	REJECT	2,3,5	2.10
24	REJECT	2,3,5	2.35
25	REJECT	3,5	2.35
26	REJECT	5	2.76
27	REJECT	5	2.51
28	REJECT	2,3,5	2.30
29	REJECT	2,3,5	2.08
30	REJECT	3,5	2.35

TABLE 106 - Continued

TASK	INCLUSION (RELEVENCE)	RULE(S) APPLYING	Y-VALUE (LEVEL)
31	REJECT	3,5	2.05
32	REJECT	3,5	2.08
33	REJECT	3,5	2.60
34	REJECT	3,5	2.25
35	REJECT	3,5	2.08
36	REJECT	2,3,5	2.08
37	REJECT	2,3,5	2.05
38	REJECT	2,3,5	2.35
39	REJECT	2,3,5	2.10
40	REJECT	2,3,5	2.13
41	REJECT	2,3,5	2.38
42	REJECT	2,3,5	2.10
43	REJECT	2,3,5	2.08
44	REJECT	2,3,5	2.33
45	REJECT	2,3,5	2.05
46	REJECT	5	3.08
47	SELECT		3.49
48	REJECT	3,5	2.28
49	REJECT	5	2.35
50	SELECT		4.46
51	SELECT		5.19
52	REJECT	3,5	2.38
53	SELECT		5.27
54	SELECT		5.59
55	SELECT		3.84
56	REJECT	2,3,5	2.23
57	REJECT	5	2.35
58	SELECT		3.61
59	SELECT		3.18
60	SELECT		4.67
61	SELECT		4.31
62	REJECT	2,3,5	2.38
63	SELECT		3.51
64	REJECT	5	2.81
65	SELECT		4.32

TABLE 106 - Continued

TASK	INCLUSION (RELEVENCE)	RULE(S) APPLYING	Y-VALUE (LEVEL)
66	SELECT		3.74
67	SELECT		3.26
68	SELECT		4.72
69	SELECT		4.52
70	REJECT	5	2.46
71	SELECT		3.23
72	REJECT	3,5	2.28
73	SELECT		3.76
74	REJECT	5	2.93
75	SELECT		3.56
76	SELECT		4.74
77	REJECT	3,5	2.93
78	REJECT	5	2.93
79	REJECT	3,5	2.33
80	REJECT	3,5	2.15
81	REJECT	3,5	2.38
82	REJECT	5	2.55
83	REJECT	3,5	2.40
84	REJECT	2,3,5	2.23
85	REJECT	3,5	2.38
86	REJECT	2,3,5	2.13
87	REJECT	5	3.08
88	REJECT	2,3,5	2.03
89	REJECT	2,3,5	2.35
90	REJECT	3,5	2.33
91	REJECT	2,3,5	2.38
92	REJECT	3,5	2.33
93	REJECT	3,5	2.38
94	REJECT	3,5	2.43
95	REJECT	3,5	2.48
96	REJECT	5	2.85
97	REJECT	3,5	2.83
98	REJECT	2,5	2.40
99	REJECT	3,5	2.58
100	REJECT	2,3,5	2.13

TABLE 106 - Continued

TASK	INCLUSION (RELEVENCE)	RULE(S) APPLYING	Y-VALUE (LEVEL)
101	REJECT	2,3,5	2.33
102	REJECT	3,5	2.08
103	REJECT	3,5	2.70
104	REJECT	3,5	2.43
105	REJECT	3,5	2.55
106	REJECT	3,5	2.05
107	REJECT	3,5	2.70
108	REJECT	3,5	2.23
109	REJECT	3,5	2.35
110	REJECT	3,5	2.13
111	REJECT	3,5	2.38
112	REJECT	3,5	2.48
113	REJECT	3,5	2.50
114	REJECT	3,5	2.60
115	REJECT	3,5	2.40
116	REJECT	3,5	2.60
117	REJECT	3,5	2.08
118	REJECT	3,5	2.35
119	REJECT	3,5	2.45
120	REJECT	3,5	2.38
121	REJECT	3,5	2.70
122	REJECT	2,3,5	2.10
123	REJECT	2,3,5	2.35
124	REJECT	2,3,5	2.30
125	REJECT	2,3,5	2.35
126	REJECT	3,5	2.45
127	REJECT	3,5	2.35
128	REJECT	5	2.33
129	REJECT	3,5	2.33
130	REJECT	3,5	2.10
131	REJECT	3,5	2.73
132	REJECT	5	2.58
133	REJECT	3,5	2.13
134	REJECT	3,5	2.05
135	REJECT	5	2.83

TABLE 106 - Continued

TASK	INCLUSION (RELEVENCE)	RULE(S) APPLYING	Y-VALUE (LEVEL)
136	SELECT		3.35
137	REJECT	5	2.90
138	SELECT		5.49
139	REJECT	5	2.60
140	SELECT		3.18
141	REJECT	3,5	2.70
142	REJECT	5	3.03
143	SELECT		3.13
144	REJECT	3,5	2.38
145	REJECT	5	2.65
146	REJECT	5	2.85
147	REJECT	3,5	2.90
148	REJECT	3,5	2.14
149	REJECT	5	2.65
150	REJECT	3,5	2.38
151	REJECT	5	2.53
152	REJECT	3,5	2.35
153	REJECT	3,5	2.13
154	REJECT	3,5	2.33
155	REJECT	3,5	2.16
156	REJECT	3,5	2.64
157	REJECT	5	2.83
158	REJECT	2,3,5	2.33
159	REJECT	3,5	2.23
160	REJECT	5	2.73
161	REJECT	3,5	2.53
162	REJECT	3,5	2.13
163	REJECT	3,5	2.08
164	REJECT	3,5	2.45
165	SELECT		3.41
166	REJECT	3,5	2.50
167	REJECT	3,5	2.95
168	REJECT	5	2.73
169	REJECT	5	2.80
170	REJECT	3,5	2.39

TABLE 106 - Continued

TASK	INCLUSION (RELEVENCE)	RULE(S) APPLYING	Y-VALUE (LEVEL)
171	REJECT	3,5	2.28
172	SELECT		4.01
173	REJECT	5	3.06
174	REJECT	3,5	2.13
175	REJECT	3,5	2.78
176	REJECT	2,3,5	2.05
177	REJECT	5	3.05
178	SELECT		3.18
179	REJECT	3,5	2.18
180	REJECT	2,3,5	2.38
181	REJECT	3,5	2.50
182	REJECT	2,3,5	2.28
183	REJECT	3,5	2.20
184	REJECT	3,5	2.25
185	SELECT		3.73
186	SELECT		3.74
187	SELECT		4.02
188	SELECT		5.35
189	SELECT		5.32
190	SELECT		4.89
191	REJECT	3,5	2.53
192	REJECT	5	2.33
193	REJECT	3,5	2.63
194	REJECT	5	3.03
195	REJECT	3,5	2.35
196	REJECT	3,5	2.38
197	REJECT	3,5	2.50
198	REJECT	3,5	2.45
199	REJECT	3,5	2.08
200	SELECT		4.29
201	SELECT		5.58
202	SELECT		4.39
203	REJECT	3,5	2.05
204	REJECT	5	2.40
205	REJECT	5	2.38

TABLE 106 - Continued

TASK	INCLUSION (RELEVENCE)	RULE(S) APPLYING	Y-VALUE (LEVEL)
206	SELECT		3.71
207	SELECT		3.69
208	REJECT	3,5	2.08
209	REJECT	5	2.60
210	REJECT	3,5	2.33
211	SELECT		5.19
212	REJECT	2,3,5	2.35
213	REJECT	5	2.60
214	SELECT		4.19
215	SELECT		4.29
216	REJECT	3,5	2.18
217	REJECT	5	2.81
218	REJECT	5	2.96
219	REJECT	5	2.63
220	SELECT		3.41
221	SELECT		3.28
222	REJECT	5	2.58
223	SELECT		3.31
224	REJECT	3,5	2.45
225	REJECT	2,3,5	2.48
226	SELECT	-	3.94
227	REJECT	5	2.56
228	REJECT	5	2.58
229	REJECT	5	2.46
230	REJECT	2,3,5	2.53
231	REJECT	2,3,5	2.13
232	REJECT	5	2.63
233	SELECT		3.79
234	SELECT		4.14
235	REJECT	5	2.60
236	REJECT	5	3.08
237	REJECT	5	2.86
238	REJECT	5	3.08
239	REJECT	5	2.63
240	REJECT	3,5	2.45

TABLE 106 - Continued

TASK	INCLUSION (RELEVENCE)	RULE(S) APPLYING	Y-VALUE (LEVEL)
241	REJECT	3,5	2.25
242	REJECT	5	2.96
243	SELECT		4.75
244	REJECT	3,5	2.95
245	SELECT		4.27
246	SELECT		4.34
247	SELECT		4.27
248	REJECT	3,5	2.30
249	REJECT	5	2.88
250	REJECT	5	2.58
251	SELECT		3.64
252	SELECT		3.49
253	SELECT		4.77
254	REJECT	3,5	2.08
255	REJECT	3,5	2.48
256	REJECT	5	3.06
257	SELECT		5.20
258	SELECT		3.38
259	REJECT	2,3,5	2.08
260	REJECT	5	2.91
261	REJECT	3,5	2.08
262	SELECT		3.26
263	REJECT	3,5	2.58
264	REJECT	3,5	2.10
265	SELECT		3.84
266	SELECT		4.44
267	REJECT	2,3,5	2.10
268	REJECT	3,5	2.08
269	SELECT		6.05
270	SELECT		3.59
271	REJECT	5	3.04
272	REJECT	2,3,5	2.08
273	REJECT	5	3.04
274	SELECT		4.24
275	SELECT		4.31

TABLE 106 - Continued

TASK	INCLUSION (RELEVENCE)	RULE(S) APPLYING	Y-VALUE (LEVEL)
276	REJECT	3,5	2.33
277	REJECT	2,3,5	2.10
278	SELECT		3.64
279	REJECT	5	2.81
280	REJECT	5	2.55
281	REJECT	3,5	2.10
282	REJECT	2,3,5	2.38
283	SELECT		4.74
284	SELECT		3.68
285	REJECT	5	2.30
286	SELECT		3.46
287	SELECT		3.42
288	REJECT	2,3,5	2.08
289	SELECT		5.92
290	SELECT		5.19
291	SELECT		5.17
292	SELECT		5.35
293	REJECT	2,3,5	2.53
294	REJECT	2,3,5	2.28
295	REJECT	3,5	2.43
296	SELECT		3.26
297	SELECT		3.11
298	REJECT	5	2.90
299	SELECT		3.23
300	SELECT		3.49
301	REJECT	5	2.76
302	REJECT	3,5	2.33
303	REJECT	5	2.58
304	REJECT	5	2.35
305	SELECT		3.39
306	REJECT	2,3,5	2.08
307	REJECT	2,3,5	2.33
308	REJECT	5	2.83
309	REJECT	3,5	2.48
310	REJECT	3,5	2.15

TABLE 106 - Continued

TASK	INCLUSION (RELEVENCE)	RULE(S) APPLYING	Y-VALUE (LEVEL)
311	REJECT	3,5	2.08
312	REJECT	3,5	2.28
313	REJECT	5	2.95
314	REJECT	3,5	2.10
315	REJECT	3,5	2.15
316	REJECT	2,3,5	2.05
317	SELECT		3.34
318	SELECT		4.32
319	REJECT	3,5	2.30
320	REJECT	2,3,5	2.08
321	REJECT	2,3,5	2.08
322	REJECT	5	2.40
323	REJECT	3,5	2.20
324	REJECT	5	2.93
325	REJECT	5	2.86
326	REJECT	5	2.40
327	REJECT	5	2.86
328	SELECT		3.99
329	REJECT	2,3,5	2.01
330	REJECT	2,3,5	2.15
331	REJECT	2,3,5	2.08
332	REJECT	5	3.03
333	SELECT		3.28
334	REJECT	5	2.43
335	REJECT	3,5	2.50
336	REJECT	3,5	2.50
337	REJECT	3,5	2.18
338	REJECT	3,5	2.43
339	REJECT	3,5	2.23
340	REJECT	5	2.58
341	REJECT	3,5	2.45
342	REJECT	5	2.73
343	REJECT	3,5	2.68
344	REJECT	2,3,5	2.33
345	REJECT	2,3,5	2.65

TABLE 106 - Continued

TASK	INCLUSION (RELEVENCE)	RULE(S) APPLYING	Y-VALUE (LEVEL)
346	REJECT	2,3,5	2.48
347	REJECT	5	2.68
348	REJECT	2,3,5	2.38
349	REJECT	3,5	2.50
350	REJECT	3,5	2.68
351	REJECT	3,5	2.50
352	REJECT	5	2.55
353	REJECT	3,5	2.45
354	REJECT	3,5	2.33
355	REJECT	3,5	2.13
356	REJECT	3,5	2.10
357	REJECT	3,5	2.20
358	REJECT	3,5	2.43
359	REJECT	3,5	2.48
360	REJECT	5	2.33
361	REJECT	3,5	2.28
362	SELECT		4.44
363	REJECT	5	2.76
364	REJECT	3,5	2.15
365	REJECT	3,5	2.28
366	REJECT	3,5	2.13
367	REJECT	3,5	2.45
368	REJECT	5	2.33
369	REJECT	3,5	2.18
370	REJECT	3,5	2.08
371	SELECT		3.21
372	REJECT	5	3.01
373	REJECT	5	2.98
374	REJECT	5	2.40
375	REJECT	3,5	2.48
376	REJECT	5	2.38
377	REJECT	3,5	2.33
378	REJECT	3,5	2.33
379	REJECT	3,5	2.38
380	REJECT	3,5	2.43

TABLE 106 - Continued

TASK	INCLUSION (RELEVENCE)	RULE(S) APPLYING	Y-VALUE (LEVEL)
381	REJECT	3,5	2.10
382	REJECT	3,5	2.58
383	REJECT	3,5	2.10
384	REJECT	3,5	2.33
385	REJECT	3,5	2.10
386	REJECT	3,5	2.35
387	REJECT	3,5	2.18
388	REJECT	3,5	2.40
389	REJECT	3,5	2.33
390	REJECT	3,5	2.08
391	REJECT	3,5	2.10
392	REJECT	5	2.38
393	REJECT	5	2.53
394	REJECT	5	2.57
395	REJECT	3,5	2.23
396	REJECT	3,5	2.48
397	REJECT	5	2.43
398	REJECT	3,5	2.28
399	REJECT	3,5	2.25
400	REJECT	5	2.48
401	REJECT	5	2.65
402	REJECT	5	2.66
403	REJECT	5	2.78
404	SELECT		3.11
405	REJECT	5	2.58
406	SELECT		3.89
407	REJECT	3,5	2.35
408	REJECT	3,5	2.45
409	REJECT	3,5	2.50
410	REJECT	3,5	2.50
411	REJECT	5	2.30
412	REJECT	3,5	2.68
413	REJECT	3,5	2.50
414	SELECT		3.18
415	SELECT		3.26

TABLE 106 - Continued

TASK	INCLUSION (RELEVENCE)	RULE(S) APPLYING	Y-VALUE (LEVEL)
416	SELECT		3.11
417	REJECT	3,5	2.50
418	REJECT	5	2.58
419	REJECT	5	2.93
420	REJECT	3,5	2.15
421	REJECT	2,3,5	2.43
422	REJECT	3,5	2.48
423	REJECT	3,5	2.15
424	REJECT	3,5	2.25
425	REJECT	3,5	2.10
426	REJECT	5	2.76
427	REJECT	5	2.66
428	REJECT	3,5	2.25
429	REJECT	3,5	2.45
430	REJECT	3,5	2.25
431	REJECT	3,5	2.48
432	SELECT		3.99
433	REJECT	5	2.76
434	REJECT	5	2.53
435	REJECT	3,5	2.20
436	REJECT	3,5	2.23
437	REJECT	3,5	2.20
438	REJECT	3,5	2.28
439	REJECT	3,5	2.45
440	REJECT	3,5	2.08
441	REJECT	3,5	2.45
442	REJECT	3,5	2.50

Advertising Manager

Employee respondents. Table 107 reveals that 78.947 percent of the respondents used advertising manager as their job title. The number of years in department store retailing ranged from 1 to 31 years (see Table 108) while the number of years of work experience as an advertising manager ranged from 1 to 12 years (see Table 109). On-the-job or self learned was the most frequent response shown in Table 110 to the question concerning the location of training received to qualify as an advertising manager.

TABLE 107

SUMMARY OF EMPLOYEE JOB TITLES FOR ADVERTISING MANAGER RESPONDENTS

JOB TITLE	Frequency	Cumulative Frequency	Percentage	Cumulative Percentage
Advertising Manager	15	15	78.947	78.947
Other	4	19	21.053	100.000

TABLE 108

TOTAL NUMBER OF YEARS IN DEPARTMENT STORE RETAILING FOR THE ADVERTISING MANAGER RESPONDENTS

Number of Years in Department Store Retailing	Frequency	Cumulative Frequency	Percentage	Cumulative Percentage
1	2	2	11.111	11.111
2	2	4	11.111	22.222
3	1	5	5.556	27.778
5	2	7	11.111	38.889
6	2	9	11.111	50.000
7	2	11	11.111	61.111
8	1	12	5.556	66.667
9	1	13	5.556	72.222
14	1	14	5.556	77.778
15	1	15	5.556	83.333
22	1	16	5.556	88.889
24	1	17	5.556	94.444
31	1	18	5.556	100.000

TABLE 109

THE NUMBER OF YEARS OF WORK EXPERIENCE AS AN ADVERTISING MANAGER

Number of Years of Work Experience	Frequency	Cumulative Frequency	Percentage	Cumulative Percentage
1	5	5	29.412	29.412
2	5	10	29.412	58.824
3	1	11	5.882	64.706
6	1	12	5.882	70.588
7	2	14	11.765	82.353
8	1	15	5.882	88.235
9	1	16	5.882	94.118
12	1	17	5.882	100.000

TABLE 110

A SUMMARY OF LOCATIONS OF TRAINING RECEIVED TO QUALIFY AS AN ADVERTISING MANAGER

TRAINING LOCATION	NO Frequency	Percentage	YES Frequency	Percentage
Senior High School (Secondary)	19	100.000		
Technical Institute or Area Vocational-Technical	18	94.737	1	5.263
Community or Junior College	18	94.737	1	5.263
Two-year Branch College	19	100.000		
Equipment Manufacturer's Training Program	19	100.000		
On the Job (Self Learned)	7	36.842	12	63.158
Previous Work Experience in Other Types of Jobs	11	57.895	8	42.105
Public Vocational School (Secondary)	19	100.000		
Community Manpower Development Program	19	100.000		
Private Business, Trade or Technical School or College	15	78.947	4	21.053
Senior College or University	12	63.158	7	36.842
Employer-Sponsored Training Program	16	84.211	3	15.789
Formal Apprenticeship Program	19	100.000		
Correspondence Courses	19	100.000		
Other	18	94.737	1	5.263

Supervisor respondents. Table 111 indicates that 60.000 percent of the respondents were sales promotion executives while 20.000 percent were store managers. The respondents supervisory work experience ranged from 1 to 27 years as shown in Table 112.

TABLE 111

SUMMARY OF JOB TITLES FOR SUPERVISORS OF ADVERTISING MANAGER RESPONDENTS

JOB TITLE	Frequency	Cumulative Frequency	Percentage	Cumulative Percentage
Store Manager	3	3	20.000	20.000
Sales Promotion Executive	9	12	60.000	80.000
Other	3	15	20.000	100.000

TABLE 112

THE NUMBER OF YEARS OF WORK EXPERIENCE AS THE SUPERVISOR OF AN ADVERTISING MANAGER

Number of Years of Work Experience	Frequency	Cumulative Frequency	Percentage	Cumulative Percentage
1	2	2	12.500	12.500
2	3	5	18.750	31.250
3	2	7	12.500	43.750
4	3	10	18.750	62.500
5	3	13	18.750	81.250
8	1	14	6.250	87.500
15	1	15	6.250	93.750
27	1	16	6.250	100.000

Task relevance and level of development. There are 156 performance tasks, as shown in Table 113, relevant to the occupation of advertising manager.

TABLE 113

TASK INVENTORY DATA SUMMARY
ADVERTISING MANAGER

TASK RELEVENCE AND LEVEL OF DEVELOPMENT

TASK	INCLUSION (RELEVENCE)	RULE(S) APPLYING	Y-VALUE (LEVEL)
1	SELECT		5.03
2	SELECT		6.53
3	REJECT	5	3.09
4	SELECT		5.99
5	SELECT		4.75
6	SELECT		4.31
7	SELECT		4.56
8	SELECT		4.24
9	SELECT		5.28
10	SELECT		5.34
11	SELECT		5.39
12	SELECT		4.93
13	SELECT		3.33
14	SELECT		4.45
15	SELECT		6.26
16	SELECT		6.80
17	SELECT		3.96
18	REJECT	3,5	2.19
19	SELECT		5.15
20	SELECT		3.55
21	SELECT		5.99
22	SELECT		6.94
23	REJECT	3,5	2.22
24	SELECT		3.39
25	SELECT		4.29
26	REJECT	5	3.07
27	SELECT		5.11
28	SELECT		6.77
29	SELECT		5.44
30	SELECT		3.89

TABLE 113 - Continued

TASK	INCLUSION (RELEVENCE)	RULE(S) APPLYING	Y-VALUE (LEVEL)
31	SELECT		6.88
32	SELECT		7.03
33	SELECT		5.37
34	SELECT		6.23
35	SELECT		5.51
36	SELECT		5.56
37	SELECT		6.42
38	SELECT		6.53
39	SELECT		4.56
40	SELECT		3.50
41	SELECT		4.75
42	SELECT		5.24
43	SELECT		5.10
44	SELECT		5.87
45	SELECT		5.39
46	REJECT	5	2.91
47	REJECT	5	2.64
48	REJECT	3,5	2.16
49	SELECT		3.97
50	SELECT		4.34
51	SELECT		5.09
52	SELECT		3.55
53	SELECT		4.26
54	SELECT		4.24
55	SELECT		4.39
56	SELECT		5.04
57	REJECT	3,5	2.81
58	SELECT		3.66
59	SELECT		3.23
60	SELECT		4.53
61	SELECT		4.67
62	REJECT	3,5	2.30
63	REJECT	5	3.04
64	SELECT		4.93
65	SELECT		3.57

TABLE 113 - Continued

TASK	INCLUSION (RELEVENCE)	RULE(S) APPLYING	Y-VALUE (LEVEL)
66	SELECT		4.23
67	SELECT		5.88
68	SELECT		4.13
69	SELECT		5.39
70	REJECT	3,5	2.59
71	SELECT		4.24
72	REJECT	3,5	2.73
73	SELECT		3.69
74	SELECT		4.11
75	SELECT		6.64
76	SELECT		3.84
77	REJECT	5	2.95
78	REJECT	5	2.94
79	SELECT		3.31
80	REJECT	5	3.08
81	REJECT	5	2.92
82	SELECT		3.21
83	REJECT	5	2.75
84	REJECT	5	3.05
85	SELECT		3.76
86	REJECT	2,5	2.49
87	SELECT		3.37
88	SELECT		3.65
89	SELECT		4.51
90	SELECT		3.73
91	SELECT		3.16
92	SELECT		3.10
93	REJECT	5	2.67
94	REJECT	5	2.96
95	SELECT		3.69
96	REJECT	5	2.84
97	REJECT	5	2.84
98	SELECT		3.27
99	SELECT		3.41
100	SELECT		3.21

TABLE 113 - Continued

TASK	INCLUSION (RELEVENCE)	RULE(S) APPLYING	Y-VALUE (LEVEL)
101	REJECT	5	2.74
102	REJECT	5	3.02
103	REJECT	5	2.43
104	REJECT	3,5	2.29
105	REJECT	3,5	2.29
106	REJECT	3,5	1.98
107	REJECT	5	2.72
108	REJECT	5	2.52
109	REJECT	5	2.76
110	REJECT	5	2.76
111	SELECT		3.11
112	REJECT	5	2.40
113	REJECT	5	2.43
114	SELECT		3.80
115	SELECT		3.51
116	SELECT		3.42
117	SELECT		3.46
118	REJECT	5	2.98
119	SELECT		3.42
120	SELECT		3.97
121	SELECT		3.45
122	SELECT		3.31
123	SELECT		3.83
124	SELECT	2	3.10
125	SELECT	2	3.17
126	REJECT	2,5	2.32
127	SELECT		4.05
128	REJECT	5	2.93
129	SELECT		3.48
130	SELECT		3.70
131	REJECT	3,5	2.69
132	REJECT	3,5	2.69
133	SELECT		3.84
134	SELECT		3.22
135	REJECT	2,3,5	2.14

TABLE 113 - Continued

TASK	INCLUSION (RELEVENCE)	RULE(S) APPLYING	Y-VALUE (LEVEL)
136	REJECT	2,3,5	2.55
137	REJECT	2,3,5	2.25
138	REJECT	2,3,5	2.37
139	REJECT	2,3,5	2.43
140	REJECT	2,3,5	2.43
141	REJECT	3,5	2.69
142	REJECT	5	3.05
143	SELECT	3	3.14
144	REJECT	3,5	2.49
145	REJECT	5	2.64
146	REJECT	3,5	2.87
147	REJECT	3,5	2.28
148	REJECT	3,5	2.84
149	REJECT	5	2.93
150	REJECT	2,5	2.64
151	REJECT	2,3,5	2.08
152	REJECT	2,3,5	2.49
153	REJECT	3,5	2.55
154	REJECT	3,5	2.25
155	SELECT		3.67
156	SELECT		3.22
157	REJECT	2,3,5	2.58
158	REJECT	3,5	2.34
159	REJECT	3,5	2.43
160	REJECT	3,5	2.72
161	REJECT	3,5	2.55
162	REJECT	5	2.84
163	REJECT	5	2.67
164	REJECT	5	2.31
165	REJECT	2,3,5	2.05
166	REJECT	2,5	2.87
167	REJECT	2,3,5	2.19
168	REJECT	2,3,5	2.11
169	REJECT	2,3,5	2.11
170	REJECT	2,3,5	2.11

TABLE 113 - Continued

TASK	INCLUSION (RELEVENCE)	RULE(S) APPLYING	Y-VALUE (LEVEL)
171	REJECT	2,3,5	2.11
172	REJECT	2,5	2.34
173	REJECT	2,3,5	2.22
174	REJECT	5	2.34
175	REJECT	2,3,5	1.99
176	REJECT	2,3,5	1.99
177	REJECT	5	2.37
178	SELECT		3.58
179	SELECT		4.52
180	SELECT		4.34
181	SELECT		3.58
182	SELECT		4.62
183	REJECT	3,5	2.05
184	REJECT	2,3,5	1.99
185	SELECT		3.22
186	SELECT		3.44
187	REJECT	3,5	1.99
188	SELECT		4.15
189	SELECT		4.10
190	REJECT	2,3,5	2.11
191	SELECT	3	3.34
192	SELECT	3	3.14
193	SELECT	3	3.11
194	REJECT	5	2.69
195	REJECT	3,5	3.02
196	REJECT	3,5	3.02
197	REJECT	3,5	3.05
198	REJECT	2,3,5	2.05
199	REJECT	3,5	2.05
200	REJECT	3,5	2.40
201	REJECT	3,5	2.40
202	REJECT	3,5	1.99
203	REJECT	2,3,5	1.96
204	REJECT	5	2.76
205	REJECT	5	2.88

TABLE 113 - Continued

TASK	INCLUSION (RELEVENCE)	RULE(S) APPLYING	Y-VALUE (LEVEL)
206	SELECT		3.50
207	REJECT	5	3.10
208	REJECT	2,3,5	1.93
209	REJECT	5	2.85
210	REJECT	2,3,5	2.05
211	REJECT	3,5	2.28
212	REJECT	2,3,5	2.52
213	REJECT	5	2.64
214	SELECT		3.72
215	SELECT		3.57
216	SELECT		3.40
217	REJECT	3,5	2.05
218	SELECT		3.97
219	REJECT	5	2.60
220	REJECT	2,3,5	2.37
221	SELECT		3.39
222	SELECT		4.06
223	REJECT	5	2.55
224	REJECT	3,5	2.58
225	REJECT	5	2.78
226	REJECT	2,3,5	2.08
227	SELECT		3.38
228	REJECT	5	2.97
229	SELECT		4.17
230	REJECT	2,3,5	2.16
231	REJECT	2,3,5	2.08
232	REJECT	2,3,5	2.11
233	REJECT	3,5	2.37
234	REJECT	3,5	2.37
235	REJECT	2,3,5	2.16
236	REJECT	2,5	2.37
237	REJECT	2,3,5	2.49
238	REJECT	2,5	2.31
239	REJECT	2,5	2.31
240	REJECT	2,3,5	2.37

TABLE 113 - Continued

TASK	INCLUSION (RELEVENCE)	RULE(S) APPLYING	Y-VALUE (LEVEL)
241	REJECT	2,3,5	2.08
242	REJECT	2,3,5	2.09
243	REJECT	2,3,5	2.08
244	REJECT	2,3,5	2.05
245	REJECT	2,3,5	2.08
246	REJECT	3,5	2.11
247	REJECT	2,3,5	2.08
248	REJECT	2,3,5	2.37
249	REJECT	5	2.87
250	REJECT	3,5	2.08
251	SELECT		4.17
252	REJECT	5	2.67
253	REJECT	2,3,5	2.11
254	REJECT	2,3,5	2.43
255	REJECT	2,3,5	2.43
256	REJECT	5	2.71
257	REJECT	3,5	2.49
258	REJECT	5	2.84
259	REJECT	2,3,5	2.14
260	SELECT		3.75
261	REJECT	2,3,5	2.05
262	REJECT	3,5	2.75
263	REJECT	5	2.93
264	REJECT	3,5	2.55
265	REJECT	5	2.69
266	SELECT		4.28
267	REJECT	2,3,5	2.05
268	REJECT	3,5	2.34
269	REJECT	2,3,5	2.02
270	SELECT		4.08
271	SELECT		4.58
272	REJECT	2,3,5	2.02
273	REJECT	3,5	2.14
274	REJECT	2,3,5	1.99
275	REJECT	3,5	2.08

TABLE 113 - Continued

TASK	INCLUSION (RELEVENCE)	RULE(S) APPLYING	Y-VALUE (LEVEL)
276	REJECT	2,3,5	2.31
277	REJECT	2,3,5	1.99
278	SELECT		3.73
279	SELECT		3.31
280	REJECT	2,5	2.34
281	REJECT	2,3,5	2.11
282	REJECT	3,5	1.99
283	REJECT	2,3,5	2.08
284	REJECT	3,5	2.22
285	REJECT	2,3,5	2.19
286	REJECT	3,5	2.55
287	REJECT	5	2.61
288	REJECT	2,3,5	2.31
289	REJECT	3,5	2.37
290	REJECT	3,5	2.37
291	REJECT	2,3,5	2.40
292	REJECT	3,5	2.11
293	REJECT	2,3,5	2.02
294	REJECT	3,5	2.55
295	REJECT	2,3,5	2.11
296	SELECT		3.87
297	REJECT	5	2.96
298	REJECT	2,3,5	2.25
299	REJECT	3,5	2.55
300	REJECT	2,3,5	2.06
301	REJECT	2,3,5	2.28
302	REJECT	2,3,5	2.39
303	REJECT	5	2.66
304	REJECT	5	2.69
305	REJECT	2,3,5	2.38
306	REJECT	2,3,5	1.99
307	REJECT	2,3,5	1.99
308	REJECT	2,3,5	2.09
309	REJECT	5	3.08
310	REJECT	3,5	2.41

TABLE 113 - Continued

TASK	INCLUSION (RELEVENCE)	RULE(S) APPLYING	Y-VALUE (LEVEL)
311	REJECT	5	3.05
312	REJECT	2,3,5	1.96
313	SELECT		4.65
314	SELECT		3.47
315	SELECT		3.35
316	REJECT	3,5	2.35
317	REJECT	3,5	2.02
318	REJECT	3,5	2.02
319	REJECT	2,3,5	2.35
320	REJECT	2,3,5	2.55
321	REJECT	2,3,5	1.99
322	REJECT	3,5	2.84
323	REJECT	5	2.99
324	REJECT	5	3.02
325	SELECT		3.34
326	SELECT		3.20
327	SELECT		3.31
328	REJECT	5	2.49
329	REJECT	3,5	3.05
330	SELECT		3.87
331	SELECT		4.17
332	REJECT	5	2.75
333	REJECT	3,5	2.52
334	REJECT	3,5	2.28
335	REJECT	3,5	2.11
336	REJECT	3,5	2.28
337	REJECT	3,5	2.43
338	REJECT	3,5	2.40
339	REJECT	3,5	2.49
340	SELECT		3.14
341	REJECT	3,5	1.99
342	SELECT		5.28
343	SELECT		3.14
344	SELECT		3.93
345	SELECT		3.93

TABLE 113 - Continued

TASK	INCLUSION (RELEVENCE)	RULE(S) APPLYING	Y-VALUE (LEVEL)
346	SELECT		3.75
347	SELECT		3.58
348	SELECT		3.72
349	REJECT	3,5	2.52
350	REJECT	3,5	2.02
351	REJECT	3,5	2.43
352	REJECT	2,3,5	2.40
353	SELECT		3.55
354	REJECT	5	2.93
355	SELECT		3.61
356	SELECT		3.28
357	REJECT	3,5	2.37
358	REJECT	3,5	2.08
359	REJECT	2,3,5	2.14
360	REJECT	3,5	2.22
361	REJECT	3,5	1.96
362	REJECT	3,5	2.08
363	REJECT	3,5	2.28
364	REJECT	3,5	2.58
365	REJECT	3,5	2.72
366	REJECT	3,5	2.87
367	REJECT	3,5	2.46
368	REJECT	3,5	2.75
369	REJECT	5	2.31
370	REJECT	3,5	2.02
371	REJECT	3,5	2.58
372	REJECT	5	2.67
373	REJECT	3,5	2.16
374	REJECT	5	2.67
375	REJECT	3,5	2.52
376	REJECT	3,5	2.02
377	REJECT	3.5	2.49
378	SELECT		3.22
379	SELECT		4.70
380	SELECT		3.31

TABLE 113 - Continued

TASK	INCLUSION (RELEVENCE)	RULE(S) APPLYING	Y-VALUE (LEVEL)
381	SELECT		3.28
382	SELECT		3.28
383	REJECT	3,5	2.43
384	SELECT		3.67
385	REJECT	5	2.69
386	SELECT		3.90
387	SELECT		3.31
388	SELECT		3.58
389	REJECT	3,5	2.69
390	REJECT	3,5	2.71
391	REJECT	3,5	2.71
392	REJECT	3,5	2.15
393	REJECT	3,5	2.41
394	REJECT	3,5	2.18
395	SELECT		3.36
396	SELECT		3.13
397	REJECT	5	2.89
398	REJECT	3,5	2.51
399	REJECT	5	2.94
400	REJECT	5	2.95
401	REJECT	5	2.66
402	REJECT	3,5	2.51
403	REJECT	3,5	2.41
404	REJECT	5	2.63
405	REJECT	3,5	2.18
406	REJECT	3,5	2.21
407	REJECT	3,5	2.47
408	REJECT	3,5	2.11
409	REJECT	3,5	2.43
410	REJECT	3,5	2.37
411	REJECT	2,3,5	2.37
412	REJECT	3,5	2.19
413	REJECT	3,5	2.19
414	REJECT	2,3,5	2.11
415	REJECT	3,5	2.16

TABLE 113 - Continued

TASK	INCLUSION (RELEVENCE)	RULE(S) APPLYING	Y-VALUE (LEVEL)
416	REJECT	3,5	2.19
417	REJECT	3,5	2.43
418	REJECT	3,5	2.02
419	REJECT	3,5	2.37
420	REJECT	3,5	2.08
421	REJECT	2,3,5	2.25
422	REJECT	3,5	2.34
423	REJECT	3,5	1.96
424	REJECT	2,3,5	1.96
425	REJECT	3,5	2.55
426	REJECT	3,5	1.99
427	REJECT	3,5	1.99
428	REJECT	5	2.31
429	REJECT	3,5	2.27
430	REJECT	3,5	2.81
431	REJECT	2,3,5	1.96
432	REJECT	3,5	2.55
433	REJECT	3,5	2.02
434	REJECT	3,5	2.19
435	REJECT	3,5	2.11
436	REJECT	3,5	2.19
437	REJECT	3,5	2.49
438	REJECT	3,5	2.49
439	REJECT	3,5	2.49
440	REJECT	3,5	2.49
441	REJECT	[illegible],5	2.49
442	REJECT	[illegible]5	2.49

Equipment and Materials

In addition to the identification of relevant performance tasks for the 16 General Merchandising: Department Store occupations, each employee and supervisor respondent was asked to rate the appropriate equipment and materials for each occupation. This data are presented in Table 14.

TABLE 114

SUMMARY OF EQUIPMENT AND MATERIALS RELEVANT TO 16 OCCUPATIONS IN GENERAL MERCHANDISING: DEPARTMENT STORE

Equipment and Materials	*Advertising Manager (01)*	*Assistant Buyer (02)*	*Asst. Credit Manager (03)*	*Asst. Display Manager (04)*	*Asst. Receiving Manager I05)*	*Buyer I06)*	*Credit Interviewer (07)*	*Credit Manager (08)*	*Dept. Manager (09)*	*Display Helper (10)*	*Display Manager (11)*	*Prof. Salesperson (12)*	*Receiving Clerk (13)*	*Receiving Manager (14)*	*Salesperson (15)*	*Stockperson (16)*
1. Adding machine	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
2. Bags and boxes for merchandise		✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
3. Belt conveyer system					✓								✓	✓		✓
4. Calculator	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
5. Carpenter equipment				✓	✓				✓	✓	✓	✓	✓	✓	✓	✓
6. Cash register (Non-computerized)		✓	✓			✓	✓	✓	✓			✓			✓	✓
7. Charge plate producing machine		✓				✓	✓	✓	✓			✓			✓	
8. Computers			✓			✓	✓	✓	✓			✓			✓	
9. Computer reports	✓	✓	✓	✓	✓	✓	✓	✓	✓		✓	✓		✓	✓	✓

TABLE 114 - Continued

Equipment and Materials	*Advertising Manager (01)*	*Assistant Buyer (02)*	*Asst. Credit Manager (03)*	*Asst. Display Manager (04)*	*Asst. Receiving Manager I05)*	*Buyer I06)*	*Credit Interviewer (07)*	*Credit Manager (08)*	*Dept. Manager (09)*	*Display Helper (10)*	*Display Manager (11)*	*Prof. Salesperson (12)*	*Receiving Clerk (13)*	*Receiving Manager (14)*	*Salesperson (15)*	*Stockperson (16)*
10. Crates and cartons		✓		✓	✓	✓			✓	✓	✓	✓	✓	✓	✓	✓
11. Credit application forms		✓	✓	✓		✓	✓	✓	✓			✓			✓	
12. Credit authorization computer			✓				✓	✓				✓			✓	
13. Credit bureau terminal			✓				✓	✓								
14. Credit card stamper		✓	✓			✓	✓	✓	✓			✓			✓	
15. Credit explanation folder (pamphlets)			✓			✓	✓	✓	✓			✓			✓	
16. Customer credit books			✓			✓	✓	✓	✓			✓			✓	
17. Delivery trucks (e.g. 2-wheel dolly)		✓		✓	✓	✓			✓	✓	✓	✓	✓	✓	✓	✓
18. Department identification tags		✓		✓	✓	✓			✓	✓	✓	✓	✓	✓	✓	✓

TABLE 114 - Continued

Equipment and Materials	*Advertising Manager (01)*	*Assistant Buyer (02)*	*Asst. Credit Manager (03)*	*Asst. Display Manager (04)*	*Asst. Receiving Manager (05)*	*Buyer (06)*	*Credit Interviewer (07)*	*Credit Manager (08)*	*Dept. Manager (09)*	*Display Helper (10)*	*Display Manager (11)*	*Prof. Salesperson (12)*	*Receiving Clerk (13)*	*Receiving Manager (14)*	*Salesperson (15)*	*Stockperson (16)*
19. Display backdrops	✓	✓		✓	✓	✓			✓	✓	✓	✓	✓	✓	✓	✓
20. Display racks	✓	✓		✓	✓	✓			✓	✓	✓	✓	✓	✓	✓	✓
21. Drawing board and equipment	✓			✓						✓	✓					
22. Duplicating machine	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
23. Filing equipment	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
24. Freight elevator	✓	✓		✓	✓	✓			✓	✓	✓	✓	✓	✓	✓	✓
25. Garment pressing equipment	✓			✓						✓	✓	✓		✓	✓	
26. Mannequins	✓	✓		✓		✓			✓	✓	✓	✓		✓	✓	✓
27. Merchandise order forms		✓		✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓

TABLE 114 - Continued

Equipment and Materials	*Advertising Manager (01)*	*Assistant Buyer (02)*	*Asst. Credit Manager (03)*	*Asst. Display Manager (04)*	*Asst. Receiving Manager (05)*	*Buyer (06)*	*Credit Interviewer (07)*	*Credit Manager (08)*	*Dept. Manager (09)*	*Display Helper (10)*	*Display Manager (11)*	*Prof. Salesperson (12)*	*Receiving Clerk (13)*	*Receiving Manager (14)*	*Salesperson (15)*	*Stockperson (16)*
28. Merchandise traffic book		✓			✓	✓			✓		✓	✓	✓	✓	✓	✓
29. Microfilming equipment			✓				✓	✓								
30. Paints and brushes	✓	✓		✓	✓				✓	✓	✓		✓	✓		✓
31. Paper and board (of various weights, display)	✓	✓	✓	✓	✓	✓		✓	✓	✓	✓	✓	✓	✓	✓	✓
32. Personnel planning book	✓			✓	✓	✓		✓	✓		✓	✓		✓	✓	✓
33. Photography equipment	✓			✓						✓	✓					
34. Pneumatic tubes																
35. Point-of-sale terminal (computerized cash register)		✓	✓			✓		✓	✓			✓			✓	

TABLE 114 - Continued

Equipment and Materials	*Advertising Manager (01)*	*Assistant Buyer (02)*	*Asst. Credit Manager (03)*	*Asst. Display Manager (04)*	*Asst. Receiving Manager I05)*	*Buyer I06)*	*Credit Interviewer (07)*	*Credit Manager (08)*	*Dept. Manager (09)*	*Display Helper (10)*	*Display Manager (11)*	*Prof. Salesperson (12)*	*Receiving Clerk (13)*	*Receiving Manager (14)*	*Salesperson (15)*	*Stockperson (16)*
36. Price change books		✓		✓	✓	✓		✓	✓		✓	✓	✓	✓	✓	✓
37. Price change clippers		✓			✓	✓			✓			✓	✓	✓	✓	✓
38. Price lists	✓	✓		✓	✓	✓		✓	✓	✓	✓	✓	✓	✓	✓	✓
39. Procedures manual	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
40. Sales check book		✓	✓			✓	✓	✓	✓			✓			✓	✓
41. Saws				✓	✓					✓	✓		✓	✓		✓
42. Show cases	✓	✓				✓			✓	✓	✓	✓	✓	✓	✓	✓
43. Signs	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
44. Sign holders	✓	✓	✓	✓	✓	✓		✓	✓	✓	✓	✓	✓	✓	✓	✓

TABLE 114 - Continued

Equipment and Materials	*Advertising Manager (01)*	*Assistant Buyer (02)*	*Asst. Credit Manager (03)*	*Asst. Display Manager (04)*	*Asst. Receiving Manager (05)*	*Buyer (06)*	*Credit Interviewer (07)*	*Credit Manager (08)*	*Dept. Manager (09)*	*Display Helper (10)*	*Display Manager (11)*	*Prof. Salesperson (12)*	*Receiving Clerk (13)*	*Receiving Manager (14)*	*Salesperson (15)*	*Stockperson (16)*
45. Small floor trucks	✓	✓		✓	✓	✓			✓	✓	✓	✓	✓	✓	✓	✓
46. Store operations and procedures manual	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
47. Tagging or marking machines		✓		✓	✓	✓			✓	✓	✓	✓	✓	✓	✓	✓
48. Tear sheet book	✓	✓		✓	✓	✓			✓	✓	✓	✓			✓	
49. Telephone	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
50. Time clocks	✓		✓	✓	✓		✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
51. Typewriter	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	
52. Video equipment	✓		✓	✓		✓		✓	✓	✓	✓	✓				
53. Want slips		✓			✓	✓		✓	✓		✓	✓		✓	✓	✓
54. Weighing machines and scales								✓					✓	✓		✓

Reaction to Survey

Table 115 presents a summary of the reaction statements concerning the task inventory surveys completed by respondents from 16 occupations in General Merchandising: Department Store. For each of the seven statements, the respondents were asked to circle the symbol which best described their feelings toward each statement. The symbols were defined and coded as follows:

Symbol	Meaning	Code Value
SA	Strongly Agree	1
A	Agree	2
U	Undecided	3
D	Disagree	4
SD	Strongly Disagree	5

Review of Table 115 shows that responses to each of the seven reaction to survey statements by each of the 16 occupational respondents were in agreement with the overall survey process and results.

TABLE 115

SUMMARY OF REACTIONS TO SURVEY STATEMENTS FOR 16 OCCUPATIONS IN GENERAL MERCHANDISING: DEPARTMENT STORE

Reaction to Survey Statements	Type of Respondent	Advertising Manager (01)	Assistant Buyer (02)	Asst. Credit Manager (03)	Asst. Display Manager (04)	Asst. Receiving Manager I05)	Buyer I06)	Credit Interviewer (07)	Credit Manager (08)	Dept. Manager (09)	Display Helper (10)	Display Manager (11)	Prof. Salesperson (12)	Receiving Clerk (13)	Receiving Manager (14)	Salesperson (15)	Stockperson (16)
1. The description of the occupation being surveyed seemed to include most of my present job assignment.	Emp.	2.50	2.00	3.41	2.82	3.10	2.14	2.91	2.76	2.00	2.26	2.09	2.78	2.95	2.72	1.96	2.36
	Sup.	2.77	1.91	3.00	2.82	2.88	2.11	2.82	2.00	1.88	2.50	3.06	1.95	2.60	2.94	2.33	2.35
2. The general form of the questionnaire seemed reasonably simple and easy to complete.	Emp.	1.94	2.17	1.82	2.35	2.00	2.05	2.07	2.43	2.00	2.05	1.78	2.11	1.95	1.89	1.72	1.96
	Sup.	2.21	2.14	2.36	2.24	1.88	2.33	2.28	2.74	1.94	2.00	3.12	2.26	2.13	2.29	2.14	1.94

TABLE 115 - Continued

Reaction to Survey Statements	Type of Respondent	Advertising Manager (01)	Assistant Buyer (02)	Asst. Credit Manager (03)	Asst. Display Manager (04)	Asst. Receiving Manager (05)	Buyer (06)	Credit Interviewer (07)	Credit Manager (08)	Dept. Manager (09)	Display Helper (10)	Display Manager (11)	Prof. Salesperson (12)	Receiving Clerk (13)	Receiving Manager (14)	Salesperson (15)	Stockperson (16)
3. I feel reasonably certain that my ratings indicate fairly accurately what I do on my job.	Emp.	2.00	1.65	2.53	2.00	2.40	2.00	2.18	2.35	1.90	1.74	1.91	1.78	1.95	2.22	1.56	1.91
	Sup.	1.86	1.86	2.21	2.31	2.06	1.78	2.59	2.11	2.06	2.00	3.06	2.33	2.27	2.31	2.20	1.88
4. I found it reasonably easy to think of my work in terms of the tasks listed in the questionnaire.	Emp.	2.78	2.14	2.88	2.76	2.68	2.36	2.78	2.81	2.05	2.47	2.18	2.00	2.47	2.67	1.92	2.39
	Sup.	2.64	2.14	2.36	2.59	2.63	2.39	2.65	2.47	2.18	2.63	3.35	2.37	2.27	2.81	2.20	2.12

TABLE 115 - Continued

Reaction to Survey Statements	Type of Respondent	Advertising Manager (01)	Assistant Buyer (02)	Asst. Credit Manager (03)	Asst. Display Manager (04)	Asst. Receiving Manager (05)	Buyer (06)	Credit Interviewer (07)	Credit Manager (08)	Dept. Manager (09)	Display Helper (10)	Display Manager (11)	Prof. Salesperson (12)	Receiving Clerk (13)	Receiving Manager (14)	Salesperson (15)	Stockperson (16)
5. The instructions for answering the questions about each task were reasonably clear and understandable.	Emp.	1.72	2.00	2.00	1.94	2.05	1.86	2.13	1.91	2.00	2.06	1.65	2.00	1.80	2.00	1.76	1.87
	Sup.	2.14	2.09	2.14	2.29	1.94	2.28	2.06	2.06	2.29	2.00	2.65	2.26	2.07	2.25	2.05	2.06
6. The statements of the work tasks were reasonably clear and accurate, at least for the ones that are part of my job.	Emp.	1.83	1.96	2.29	2.00	2.15	2.00	2.00	2.05	1.85	2.00	1.87	1.83	2.00	2.11	2.00	1.96
	Sup.	2.21	1.86	2.23	2.12	2.38	2.11	2.29	2.11	1.94	2.06	3.00	2.26	2.00	2.50	2.00	1.75

TABLE 115 - Continued

Reaction to Survey Statements	Type of Respondent	Advertising Manager (01)	Assistant Buyer (02)	Asst. Credit Manager (03)	Asst. Display Manager (04)	Asst. Receiving Manager (05)	Buyer (06)	Credit Interviewer (07)	Credit Manager (08)	Dept. Manager (09)	Display Helper (10)	Display Manager (11)	Prof. Salesperson (12)	Receiving Clerk (13)	Receiving Manager (14)	Salesperson (15)	Stockperson (16)
7. This survey seems to be a good way to describe what workers do in this occupation.	Emp.	2.67	2.45	3.25	3.12	3.28	2.27	2.74	3.10	1.95	2.58	2.26	2.61	2.55	2.56	2.04	2.78
	Sup.	3.00	2.23	2.93	2.65	2.94	2.61	2.89	2.39	2.06	2.47	3.18	2.16	2.60	3.06	2.38	2.31

CHAPTER 4

SUMMARY AND CONCLUSIONS

The final chapter of this study presents (a) a summary of the problem, (b) a synopsis of the research methodology, and (c) the major findings and conclusions.

Summary of the Problem

The need existed to identify the tasks relevant to 16 occupations within General Merchandising: Department Store in order to test new standards of occupational task analysis. The purpose of this study was to provide task information for the 16 department store occupations. Such task information is essential for future development of IDECC competency-based training materials. This study was designed to answer the following questions in the process of identifying the relevant performance tasks.

Question 1. What are the performance tasks relevant to 16 occupations of General Merchandising: Department Store?

Question 2. What are the performance levels of the relevant performance tasks for 16 General Merchandising; Department Store occupations?

Question 3. Which of the existing 983 competencies of the IDECC system are represented by the relevant performance tasks?

Research Methodology

Task inventory data for this descriptive study were obtained from 32 task questionnaires. Specifically, 16 representative occupations were identified within the entry, supervisory, and management levels. The job titles and roles were validated by a department store advisory committee. This advisory committee consisted of six department store consultants representing the areas of advertising, display, credit, receiving, buying, and management.

The investigators edited the performance tasks to conform with criteria established by Ammerman. Finally, the six department store consultants edited a comprehensive listing of performance tasks and equipment and materials to assure clarity, completeness, and understandability. The completion of the review process established the comprehensive lists of performance tasks and equipment and materials for the Task Inventory Questionnaires.

The task inventory procedures identified in the IDECC procedures manual were used in this study. The sequential steps utilized to conduct the occupational surveys were:

1. Determine Occupational Scope
2. Develop Task Statements
3. Construct Task Lists
4. Determine Needed Task Information
5. Determine Needed Respondent Information
6. Design Task Survey Questionnaires
7. Administer Task Survey Questionnaires

8. Process Task Survey Data
9. Develop Competency Statements
10. Evaluate Competency Statements

Therefore, job relevancy data were provided by three types of task data. They were:

1. EXTENT THAT TASK IS PART OF THE JOB (Asked of each employee being surveyed)
2. DESIRED TASK OCCURRENCE (Asked of supervisor for the type of employee being surveyed)
3. LEARNING LOCATION (Asked of supervisor for the type of employee being surveyed)

Each Task Inventory Questionnaire consisted of a cover page, introduction, instructions, background information sheet, comprehensive lists of performance tasks and equipment/materials, and comments sheet. Two Task Inventory Questionnaires were compiled for the two types of respondents (i.e., employee and supervisor) for the 16 department store occupations.

Completed Task Inventory Questionnaires from 30 states provided task data for the 16 occupations being studied. The completed questionnaires were reviewed for accuracy and coded for computer analysis.

Analysis of data was performed in order to answer the stated research questions. Specifically, a two-stage computer process was utilized to determine the tasks which warrant job training. The tasks which remain were important for some type of inclusion in training as indicated by the performance level coefficient. In addition, analysis of demographic data and equipment/materials data were completed by utilizing the Statistical Analysis System.

After the identification of relevant tasks for each occupation being surveyed, the final procedure was to cross-reference the task statements with existing IDECC competency statements. Two distributive educators completed the first round of this process. The investigators and IDECC national staff provided the final validation of the cross-referencing procedure.

Major Findings

The findings and conclusions of this study are based on the data obtained from employee and supervisor representatives of the occupations being surveyed. Table 116 presents a summary of the relevant performance tasks for 16 General Merchandising: Department Store occupations. This summary was the major finding of the study.

Relevant task numbers may be cross-referenced with the cross-reference of task statements with existing IDECC competencies found in Appendix Q.

TABLE 116

SUMMARY OF RELEVANT TASKS FOR 16 GENERAL MERCHANDISING: DEPARTMENT STORE OCCUPATIONS

	ENTRY					SUPERVISORY					MANAGEMENT					
Task Number	*Credit Interviewer (07)*	*Display Helper (10)*	*Receiving Clerk (13)*	*Salesperson (15)*	*Stockperson (16)*	*Asst. Buyer (02)*	*Asst. Credit Manager (03)*	*Display Asst. (04)*	*Receiving Dept. Asst. (05)*	*Prof. Salesperson (12)*	*Advertising Manager (01)*	*Buyer (06)*	*Credit Manager (08)*	*Department Manager (09)*	*Display Manager (11)*	*Receiving Manager (14)*
Advertising																
1		✓									✓					
2											✓					
3		✓	✓	✓	✓	✓				✓		✓		✓		
4						✓				✓	✓	✓		✓	✓	
5						✓		✓			✓	✓		✓	✓	
6		✓			✓	✓		✓		✓	✓	✓		✓	✓	
7						✓					✓	✓			✓	
8											✓					
9											✓					
10											✓					
11											✓					
12											✓					
13						✓					✓	✓		✓		
14						✓					✓	✓		✓	✓	
15		✓				✓					✓					
16		✓				✓					✓	✓			✓	
17											✓				✓	
18																
19						✓					✓	✓				

TABLE 116 - Continued

Task Number	ENTRY					SUPERVISORY					MANAGEMENT					
	Credit Interviewer (07)	*Display Helper (10)*	*Receiving Clerk (13)*	*Salesperson (15)*	*Stockperson (16)*	*Asst. Buyer (02)*	*Asst. Credit Manager (03)*	*Display Asst. (04)*	*Receiving Dept. Asst. (05)*	*Prof. Salesperson (12)*	*Advertising Manager (01)*	*Buyer (06)*	*Credit Manager (08)*	*Department Manager (09)*	*Display Manager (11)*	*Receiving Manager (14)*
20											✓					
21						✓					✓	✓		✓		
22						✓					✓	✓		✓	✓	
23																
24											✓	✓				
25						✓					✓	✓		✓		
26		✓		✓	✓	✓		✓		✓		✓	✓	✓	✓	
27		✓		✓	✓	✓		✓		✓	✓	✓		✓	✓	
28											✓					
29											✓					
30				✓		✓		✓		✓	✓	✓			✓	
31						✓					✓	✓				
32						✓					✓	✓		✓		
33				✓		✓				✓	✓	✓		✓	✓	
34		✓		✓		✓		✓		✓	✓	✓	✓	✓	✓	
35		✓				✓					✓	✓		✓	✓	
36						✓					✓	✓		✓	✓	
37						✓					✓	✓				
38						✓					✓			✓		
39						✓					✓					

TABLE 116 - Continued

Task Number	ENTRY					SUPERVISORY					MANAGEMENT					
	Credit Interviewer (07)	Display Helper (10)	Receiving Clerk (13)	Salesperson (15)	Stockperson (16)	Asst. Buyer (02)	Asst. Credit Manager (03)	Display Asst. (04)	Receiving Dept. Asst. (05)	Prof. Salesperson (12)	Advertising Manager (01)	Buyer (06)	Credit Manager (08)	Department Manager (09)	Display Manager (11)	Receiving Manager (14)
40						✓				✓	✓	✓		✓		
41											✓					
42						✓					✓					
43						✓					✓	✓		✓		
44		✓				✓					✓	✓		✓		
45											✓					
Communications																
46	✓	✓	✓	✓	✓	✓		✓		✓		✓	✓	✓	✓	
47	✓	✓	✓	✓	✓	✓	✓	✓		✓		✓	✓	✓	✓	✓
48							✓						✓	✓		
49						✓	✓			✓	✓		✓	✓	✓	
50				✓		✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
51		✓		✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
52											✓					
53		✓	✓		✓	✓	✓	✓	✓		✓	✓	✓	✓	✓	✓
54		✓			✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
55		✓	✓	✓	✓	✓	✓			✓	✓	✓	✓	✓	✓	✓
56		✓		✓		✓		✓		✓	✓	✓		✓	✓	
57	✓			✓		✓	✓			✓		✓	✓	✓		
58				✓		✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓

TABLE 116 - Continued

	ENTRY					SUPERVISORY					MANAGEMENT					
Task Number	Credit Interviewer (07)	Display Helper (10)	Receiving Clerk (13)	Salesperson (15)	Stockperson (16)	Asst. Buyer (02)	Asst. Credit Manager (03)	Display Asst. (04)	Receiving Dept. Asst. (05)	Prof. Salesperson (12)	Advertising Manager (01)	Buyer (06)	Credit Manager (08)	Department Manager (09)	Display Manager (11)	Receiving Manager (14)
59						✓				✓	✓	✓				✓
60			✓	✓		✓	✓		✓	✓	✓	✓	✓	✓	✓	✓
61						✓	✓		✓	✓	✓	✓	✓	✓	✓	✓
62	✓						✓			✓			✓	✓		
63	✓	✓		✓	✓	✓	✓	✓		✓		✓	✓	✓	✓	✓
64	✓	✓	✓	✓		✓	✓	✓		✓	✓	✓	✓	✓	✓	
65	✓	✓		✓		✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
66	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
67		✓		✓		✓	✓	✓		✓	✓	✓	✓	✓	✓	✓
68		✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
69		✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
70					✓		✓			✓			✓	✓		
71		✓		✓	✓	✓	✓	✓		✓	✓	✓	✓	✓	✓	✓
72	✓			✓		✓	✓			✓		✓	✓	✓		
73	✓	✓		✓	✓	✓	✓			✓	✓	✓	✓	✓	✓	✓
74							✓				✓			✓		
75	✓	✓				✓	✓				✓	✓	✓	✓	✓	✓
76		✓	✓	✓		✓		✓	✓	✓	✓	✓	✓	✓	✓	✓
Display																
77		✓			✓			✓							✓	

TABLE 116 - Continued

Task Number	ENTRY					SUPERVISORY					MANAGEMENT					
	Credit Interviewer (07)	Display Helper (10)	Receiving Clerk (13)	Salesperson (15)	Stockperson (16)	Asst. Buyer (02)	Asst. Credit Manager (03)	Display Asst. (04)	Receiving Dept. Asst. (05)	Prof. Salesperson (12)	Advertising Manager (01)	Buyer (06)	Credit Manager (08)	Department Manager (09)	Display Manager (11)	Receiving Manager (14)
78		✓	✓	✓	✓	✓		✓		✓		✓	✓	✓	✓	
79		✓				✓		✓			✓	✓		✓	✓	
80		✓		✓				✓							✓	
81		✓		✓	✓			✓		✓				✓	✓	
82		✓			✓	✓		✓		✓	✓	✓		✓	✓	
83		✓						✓							✓	
84		✓				✓		✓		✓					✓	
85		✓		✓		✓		✓		✓	✓	✓		✓	✓	
86		✓						✓							✓	
87		✓		✓		✓		✓		✓	✓			✓	✓	
88		✓		✓		✓		✓		✓	✓	✓		✓	✓	
89		✓		✓		✓		✓			✓	✓		✓	✓	
90		✓				✓		✓			✓	✓			✓	
91		✓				✓		✓			✓				✓	
92		✓		✓		✓		✓			✓			✓	✓	
93		✓			✓			✓							✓	
94		✓		✓	✓	✓		✓		✓		✓		✓	✓	
95		✓		✓		✓		✓		✓	✓	✓		✓	✓	
96		✓		✓	✓	✓		✓		✓				✓	✓	
97		✓		✓		✓		✓		✓		✓		✓	✓	

TABLE 116 - Continued

	ENTRY					SUPERVISORY					MANAGEMENT					
Task Number	Credit Interviewer (07)	Display Helper (10)	Receiving Clerk (13)	Salesperson (15)	Stockperson (16)	Asst. Buyer (02)	Asst. Credit Manager (03)	Display Asst. (04)	Receiving Dept. Asst. (05)	Prof. Salesperson (12)	Advertising Manager (01)	Buyer (06)	Credit Manager (08)	Department Manager (09)	Display Manager (11)	Receiving Manager (14)
98		✓				✓		✓		✓	✓	✓		✓	✓	
99		✓		✓	✓	✓		✓		✓	✓	✓		✓	✓	
100		✓		✓		✓		✓		✓	✓				✓	
101		✓		✓		✓		✓		✓		✓		✓	✓	
102		✓						✓							✓	
103		✓				✓		✓							✓	
104		✓		✓		✓		✓		✓		✓		✓	✓	
105		✓		✓		✓		✓							✓	
106		✓						✓							✓	
107		✓		✓	✓	✓		✓		✓		✓		✓	✓	
108		✓		✓		✓		✓				✓		✓	✓	
109		✓				✓		✓		✓				✓	✓	
110		✓				✓		✓				✓		✓	✓	
111		✓				✓		✓			✓	✓		✓	✓	
112		✓						✓						✓	✓	
113		✓		✓		✓		✓		✓				✓	✓	
114		✓		✓		✓		✓		✓	✓			✓	✓	
115		✓		✓		✓		✓		✓	✓			✓	✓	
116		✓						✓		✓	✓				✓	
117		✓		✓		✓		✓		✓	✓				✓	

TABLE 116 - Continued

	ENTRY					SUPERVISORY					MANAGEMENT					
Task Number	Credit Interviewer (07)	Display Helper (10)	Receiving Clerk (13)	Salesperson (15)	Stockperson (16)	Asst. Buyer (02)	Asst. Credit Manager (03)	Display Asst. (04)	Receiving Dept. Asst. (05)	Prof. Salesperson (12)	Advertising Manager (01)	Buyer (06)	Credit Manager (08)	Department Manager (09)	Display Manager (11)	Receiving Manager (14)
118		✓		✓		✓		✓		✓		✓		✓	✓	
119		✓		✓	✓	✓		✓		✓	✓	✓		✓	✓	
120		✓		✓	✓	✓		✓		✓	✓	✓		✓	✓	
121		✓		✓	✓	✓		✓		✓	✓			✓	✓	
122		✓		✓	✓	✓		✓		✓	✓			✓	✓	
123		✓				✓		✓			✓				✓	
124		✓						✓			✓				✓	
125		✓						✓			✓				✓	
126		✓													✓	
127		✓		✓		✓		✓			✓	✓		✓	✓	
Merchandising																
128						✓				✓		✓		✓		
129						✓					✓	✓		✓		
130						✓				✓	✓	✓		✓	✓	
131					✓	✓				✓		✓		✓	✓	
132					✓	✓				✓		✓		✓	✓	
133						✓				✓	✓	✓		✓	✓	
134						✓					✓	✓		✓		
135						✓						✓				
136						✓						✓				✓

TABLE 116 - Continued

	ENTRY					SUPERVISORY					MANAGEMENT					
Task Number	*Credit Interviewer (07)*	*Display Helper (10)*	*Receiving Clerk (13)*	*Salesperson (15)*	*Stockperson (16)*	*Asst. Buyer (02)*	*Asst. Credit Manager (03)*	*Display Asst. (04)*	*Receiving Dept. Asst. (05)*	*Prof. Salesperson (12)*	*Advertising Manager (01)*	*Buyer (06)*	*Credit Manager (08)*	*Department Manager (09)*	*Display Manager (11)*	*Receiving Manager (14)*
137.						✓				✓		✓				
138		✓	✓	✓	✓	✓			✓	✓		✓		✓	✓	✓
139						✓				✓		✓		✓		
140						✓						✓		✓		✓
141						✓				✓		✓		✓		
142						✓						✓		✓		
143						✓					✓	✓		✓		✓
144						✓						✓		✓		
145					✓	✓						✓		✓		
146						✓						✓		✓		
147						✓						✓		✓		
148						✓						✓		✓		
149						✓				✓		✓		✓		
150												✓		✓		
151						✓						✓		✓		
152						✓						✓		✓		
153						✓				✓		✓		✓		
154																
155						✓					✓	✓		✓		
156						✓					✓	✓		✓		

TABLE 116 - Continued

Task Number	ENTRY					SUPERVISORY					MANAGEMENT					
	Credit Interviewer (07)	*Display Helper (10)*	*Receiving Clerk (13)*	*Salesperson (15)*	*Stockperson (16)*	*Asst. Buyer (02)*	*Asst. Credit Manager (03)*	*Display Asst. (04)*	*Receiving Dept. Asst. (05)*	*Prof. Salesperson (12)*	*Advertising Manager (01)*	*Buyer (06)*	*Credit Manager (08)*	*Department Manager (09)*	*Display Manager (11)*	*Receiving Manager (14)*
157				✓	✓	✓			✓	✓		✓		✓	✓	
158																
159						✓						✓				
160					✓	✓				✓		✓		✓	✓	
161				✓		✓				✓		✓		✓		
162						✓						✓		✓		
163						✓						✓		✓		
164				✓	✓	✓				✓		✓		✓		
165				✓	✓	✓				✓		✓		✓		✓
166						✓						✓				
167						✓						✓				
168						✓						✓				
169						✓						✓		✓		
170						✓								✓		
171						✓						✓		✓		
172		✓	✓	✓		✓		✓	✓	✓		✓		✓	✓	✓
173						✓				✓		✓		✓		
Operations																
174																
175	✓												✓			

TABLE 116 - Continued

	ENTRY					SUPERVISORY					MANAGEMENT					
Task Number	*Credit Interviewer (07)*	*Display Helper (10)*	*Receiving Clerk (13)*	*Salesperson (15)*	*Stockperson (16)*	*Asst. Buyer (02)*	*Asst. Credit Manager (03)*	*Display Asst. (04)*	*Receiving Dept. Asst. (05)*	*Prof. Salesperson (12)*	*Advertising Manager (01)*	*Buyer (06)*	*Credit Manager (08)*	*Department Manager (09)*	*Display Manager (11)*	*Receiving Manager (14)*
176	✓						✓						✓			
177							✓						✓			
178							✓				✓	✓	✓		✓	✓
179						✓	✓				✓	✓	✓			
180						✓	✓				✓	✓		✓		
181						✓					✓	✓	✓	✓		
182						✓	✓				✓	✓		✓		
183	✓			✓		✓	✓			✓		✓	✓		✓	
184	✓						✓						✓			
185						✓	✓				✓	✓	✓	✓	✓	✓
186						✓	✓		✓	✓	✓	✓	✓	✓	✓	✓
187			✓	✓	✓	✓			✓	✓		✓		✓		✓
188			✓			✓	✓		✓	✓	✓	✓	✓	✓	✓	✓
189						✓	✓		✓	✓	✓	✓	✓	✓	✓	✓
190					✓	✓			✓	✓		✓	✓	✓	✓	✓
191						✓					✓	✓		✓		
192						✓					✓	✓		✓	✓	
193						✓					✓	✓		✓		
194														✓		
195						✓						✓		✓		

TABLE 116 - Continued

	ENTRY					SUPERVISORY					MANAGEMENT					
Task Number	*Credit Interviewer (07)*	*Display Helper (10)*	*Receiving Clerk (13)*	*Salesperson (15)*	*Stockperson (16)*	*Asst. Buyer (02)*	*Asst. Credit Manager (03)*	*Display Asst. (04)*	*Receiving Dept. Asst. (05)*	*Prof. Salesperson (12)*	*Advertising Manager (01)*	*Buyer (06)*	*Credit Manager (08)*	*Department Manager (09)*	*Display Manager (11)*	*Receiving Manager (14)*
196						✓						✓		✓		
197			✓			✓						✓		✓	✓	
198	✓			✓			✓			✓			✓			
199	✓						✓						✓	✓		
200			✓	✓	✓	✓			✓	✓		✓				✓
201			✓	✓	✓	✓			✓	✓		✓		✓		✓
202			✓	✓	✓	✓		✓	✓	✓				✓	✓	✓
203	✓						✓			✓			✓	✓		
204						✓	✓						✓			
205						✓	✓					✓	✓	✓		
206						✓	✓		✓	✓	✓	✓	✓	✓	✓	✓
207			✓			✓	✓		✓	✓		✓	✓	✓	✓	✓
208	✓						✓						✓			
209										✓						
210	✓						✓						✓			
211		✓	✓	✓	✓	✓		✓	✓	✓		✓		✓	✓	✓
212							✓						✓			
213																
214						✓	✓		✓	✓	✓	✓	✓	✓	✓	✓
215						✓	✓		✓	✓	✓	✓	✓	✓	✓	✓

TABLE 116 - Continued

Task Number	ENTRY: Credit Interviewer (07)	ENTRY: Display Helper (10)	ENTRY: Receiving Clerk (13)	ENTRY: Salesperson (15)	ENTRY: Stockperson (16)	SUPERVISORY: Asst. Buyer (02)	SUPERVISORY: Asst. Credit Manager (03)	SUPERVISORY: Display Asst. (04)	SUPERVISORY: Receiving Dept. Asst. (05)	SUPERVISORY: Prof. Salesperson (12)	MANAGEMENT: Advertising Manager (01)	MANAGEMENT: Buyer (06)	MANAGEMENT: Credit Manager (08)	MANAGEMENT: Department Manager (09)	MANAGEMENT: Display Manager (11)	MANAGEMENT: Receiving Manager (14)
216	✓						✓			✓	✓		✓			
217																
218		✓				✓	✓	✓		✓	✓	✓		✓	✓	
219														✓		
220						✓						✓		✓	✓	✓
221							✓				✓					✓
222							✓				✓				✓	
223									✓							✓
224																
225															✓	
226									✓							✓
227											✓				✓	
228																
229							✓				✓				✓	
230							✓						✓			
231																
232																
233									✓	✓						✓
234									✓	✓						✓
235																

TABLE 116 - Continued

	ENTRY					SUPERVISORY					MANAGEMENT					
Task Number	*Credit Interviewer (07)*	*Display Helper (10)*	*Receiving Clerk (13)*	*Salesperson (15)*	*Stockperson (16)*	*Asst. Buyer (02)*	*Asst. Credit Manager (C3)*	*Display Asst. (04)*	*Receiving Dept. Asst. (05)*	*Prof. Salesperson (12)*	*Advertising Manager (01)*	*Buyer (06)*	*Credit Manager (08)*	*Department Manager (09)*	*Display Manager (11)*	*Receiving Manager (14)*
236																
237																
238																
239										✓						
240																
241																
242																
243			✓						✓	✓						✓
244							✓						✓			
245			✓						✓							✓
246			✓			✓			✓							✓
247			✓			✓			✓							✓
248																
249							✓		✓			✓				
250																
251						✓	✓				✓	✓	✓	✓	✓	✓
252							✓					✓		✓		✓
253			✓						✓							✓
254	✓			✓			✓			✓			✓	✓		
255	✓			✓			✓			✓			✓			

TABLE 116 - Continued

Task Number	ENTRY: Credit Inter-viewer (07)	ENTRY: Display Helper (10)	ENTRY: Receiving Clerk (13)	ENTRY: Salesperson (15)	ENTRY: Stockperson (16)	SUPERVISORY: Asst. Buyer (02)	SUPERVISORY: Asst. Credit Manager (03)	SUPERVISORY: Display Asst. (04)	SUPERVISORY: Receiving Dept. Asst. (05)	SUPERVISORY: Prof. Salesperson (12)	MANAGEMENT: Advertising Manager (01)	MANAGEMENT: Buyer (06)	MANAGEMENT: Credit Manager (08)	MANAGEMENT: Department Manager (09)	MANAGEMENT: Display Manager (11)	MANAGEMENT: Receiving Manager (14)
256							✓			✓			✓	✓	✓	
257			✓			✓			✓					✓		✓
258						✓	✓			✓				✓		✓
259	✓						✓			✓			✓			
260							✓		✓		✓		✓		✓	
261	✓			✓			✓			✓			✓	✓		
262						✓			✓			✓		✓		✓
263				✓		✓							✓	✓		
264	✓					✓	✓						✓	✓		
265							✓		✓					✓	✓	✓
266						✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
267	✓						✓						✓			
268	✓					✓	✓			✓			✓	✓		
269			✓	✓	✓	✓			✓	✓		✓		✓	✓	✓
270						✓	✓		✓	✓	✓	✓	✓	✓	✓	✓
271							✓		✓	✓	✓	✓	✓	✓	✓	
272	✓						✓						✓			
273			✓		✓									✓		
274			✓	✓	✓				✓	✓						✓
275			✓	✓	✓				✓	✓				✓		✓

TABLE 116 - Continued

	ENTRY					SUPERVISORY					MANAGEMENT					
Task Number	Credit Interviewer (07)	Display Helper (10)	Receiving Clerk (13)	Salesperson (15)	Stockperson (16)	Asst. Buyer (02)	Asst. Credit Manager (03)	Display Asst. (04)	Receiving Dept. Asst. (05)	Prof. Salesperson (12)	Advertising Manager (01)	Buyer (06)	Credit Manager (08)	Department Manager (09)	Display Manager (11)	Receiving Manager (14)
276	✓						✓						✓			
277	✓						✓						✓			
278	✓			✓	✓	✓	✓	✓	✓	✓	✓		✓	✓	✓	✓
279							✓			✓	✓		✓	✓		
280																
281																
282							✓						✓			
283			✓			✓			✓	✓		✓		✓		✓
284									✓						✓	✓
285																
286			✓	✓	✓	✓			✓	✓		✓		✓	✓	✓
287						✓	✓					✓	✓	✓	✓	✓
288	✓						✓						✓			
289			✓	✓	✓	✓			✓	✓				✓		✓
290			✓	✓	✓	✓			✓	✓		✓		✓	✓	✓
291			✓	✓		✓			✓	✓		✓		✓	✓	✓
292			✓	✓	✓	✓			✓	✓		✓		✓	✓	✓
293	✓						✓						✓			
294																
295																

TABLE 116 - Continued

Task Number	ENTRY					SUPERVISORY					MANAGEMENT					
	Credit Interviewer (07)	*Display Helper (10)*	*Receiving Clerk (13)*	*Salesperson (15)*	*Stockperson (16)*	*Asst. Buyer (02)*	*Asst. Credit Manager (03)*	*Display Asst. (04)*	*Receiving Dept. Asst. (05)*	*Prof. Salesperson (12)*	*Advertising Manager (01)*	*Buyer (06)*	*Credit Manager (08)*	*Department Manager (09)*	*Display Manager (11)*	*Receiving Manager (14)*
296							✓				✓			✓	✓	✓
297							✓							✓		✓
298																
299																✓
300																✓
301									✓							
302																
303																
304																
305						✓			✓							✓
306													✓			
307	✓						✓						✓			
308																
309										✓						
310																
311														✓		
312																
313						✓	✓				✓		✓	✓	✓	
314	✓						✓				✓		✓	✓		
315											✓					

TABLE 116 - Continued

Task Number	ENTRY Credit Interviewer (07)	Display Helper (10)	Receiving Clerk (13)	Salesperson (15)	Stockperson (16)	SUPERVISORY Asst. Buyer (02)	Asst. Credit Manager (03)	Display Asst. (04)	Receiving Dept. Asst. (05)	Prof. Salesperson (12)	MANAGEMENT Advertising Manager (01)	Buyer (06)	Credit Manager (08)	Department Manager (09)	Display Manager (11)	Receiving Manager (14)
316	✓						✓						✓			
317			✓		✓	✓			✓	✓				✓		✓
318			✓	✓	✓	✓			✓	✓				✓		✓
319							✓						✓			
320																
321							✓						✓			
Product/Service																
322				✓		✓				✓		✓	✓	✓		
323				✓		✓				✓		✓		✓		
324		✓		✓		✓				✓		✓		✓	✓	
325						✓				✓	✓	✓		✓		
326		✓		✓		✓				✓	✓	✓		✓	✓	
327		✓		✓	✓	✓		✓	✓	✓	✓	✓		✓	✓	
328		✓	✓	✓	✓	✓		✓	✓	✓		✓		✓	✓	✓
329																
330						✓					✓			✓		
331						✓					✓			✓		
332						✓			✓			✓		✓		
333				✓		✓				✓		✓		✓		✓
334				✓		✓				✓		✓		✓		

TABLE 116 - Continued

	ENTRY					SUPERVISORY					MANAGEMENT					
Task Number	*Credit Inter-viewer (07)*	*Display Helper (10)*	*Receiving Clerk (13)*	*Salesperson (15)*	*Stockperson (16)*	*Asst. Buyer (02)*	*Asst. Credit Manager (03)*	*Display Asst. (04)*	*Receiving Dept. Asst. (05)*	*Prof. Salesperson (12)*	*Advertising Manager (01)*	*Buyer (06)*	*Credit Manager (08)*	*Department Manager (09)*	*Display Manager (11)*	*Receiving Manager (14)*
335				✓		✓				✓		✓		✓		
336			✓	✓	✓	✓		✓		✓		✓		✓		
337				✓		✓				✓		✓		✓		
338				✓						✓			✓	✓		
339				✓		✓				✓		✓		✓	✓	
340				✓		✓				✓	✓	✓		✓		
341				✓		✓				✓				✓		
342		✓		✓		✓		✓		✓	✓	✓		✓	✓	
343						✓				✓	✓	✓		✓	✓	
344				✓		✓		✓		✓	✓	✓		✓		
345											✓			✓		
346						✓					✓	✓		✓		
347		✓		✓		✓				✓	✓	✓		✓		
348											✓			✓		
349				✓		✓				✓		✓		✓		
350				✓		✓				✓		✓		✓		
351				✓		✓				✓		✓		✓		
352				✓		✓				✓		✓		✓		
Selling																
353		✓		✓		✓		✓		✓	✓	✓		✓		

TABLE 116 - Continued

	ENTRY					SUPERVISORY					MANAGEMENT					
Task Number	*Credit Interviewer (07)*	*Display Helper (10)*	*Receiving Clerk (13)*	*Salesperson (15)*	*Stockperson (16)*	*Asst. Buyer (02)*	*Asst. Credit Manager (03)*	*Display Asst. (04)*	*Receiving Dept. Asst. (05)*	*Prof. Salesperson (12)*	*Advertising Manager (01)*	*Buyer (06)*	*Credit Manager (08)*	*Department Manager (09)*	*Display Manager (11)*	*Receiving Manager (14)*
354				✓		✓	✓			✓		✓	✓	✓		
355				✓	✓	✓				✓	✓	✓		✓	✓	
356				✓	✓	✓	✓			✓	✓	✓	✓	✓	✓	
357				✓	✓	✓				✓		✓		✓		
358	✓			✓			✓			✓			✓			
359	✓			✓		✓	✓			✓		✓	✓	✓		
360				✓		✓				✓		✓	✓	✓		
361										✓						
362			✓	✓	✓	✓			✓	✓				✓		✓
363		✓		✓	✓	✓		✓		✓		✓		✓	✓	
364	✓			✓						✓			✓	✓		
365				✓		✓				✓				✓		
366	✓			✓		✓	✓			✓		✓		✓		
367	✓			✓	✓	✓	✓			✓		✓	✓	✓		
368				✓		✓				✓		✓		✓		
369				✓		✓				✓		✓	✓	✓		
370				✓						✓				✓		
371			✓	✓	✓	✓			✓	✓		✓		✓		✓
372				✓	✓	✓				✓		✓		✓		
373			✓	✓	✓	✓		✓		✓				✓		

TABLE 116 - Continued

Task Number	ENTRY					SUPERVISORY					MANAGEMENT					
	Credit Interviewer (07)	*Display Helper (10)*	*Receiving Clerk (13)*	*Salesperson (15)*	*Stockperson (16)*	*Asst. Buyer (02)*	*Asst. Credit Manager (03)*	*Display Asst. (04)*	*Receiving Dept. Asst. (05)*	*Prof. Salesperson (12)*	*Advertising Manager (01)*	*Buyer (06)*	*Credit Manager (08)*	*Department Manager (09)*	*Display Manager (11)*	*Receiving Manager (14)*
374				✓		✓				✓		✓		✓		
375	✓			✓		✓	✓			✓			✓	✓		
376				✓						✓						
377				✓	✓	✓		✓		✓		✓		✓		
378				✓	✓	✓				✓	✓	✓		✓		
379				✓	✓	✓				✓	✓	✓		✓	✓	
380				✓	✓	✓				✓	✓	✓		✓		
381				✓	✓	✓				✓	✓	✓		✓		
382				✓	✓	✓				✓	✓	✓	✓	✓	✓	
383				✓	✓	✓				✓		✓		✓		
384				✓		✓				✓	✓	✓		✓		
385				✓		✓				✓		✓		✓		
386				✓		✓				✓	✓	✓		✓	✓	
387				✓	✓	✓				✓	✓	✓		✓		
388				✓	✓	✓				✓	✓	✓		✓	✓	
389						✓				✓		✓		✓		
390														✓		
391																
392				✓		✓				✓		✓		✓		
393				✓		✓				✓		✓		✓		

TABLE 116 - Continued

Task Number	ENTRY					SUPERVISORY					MANAGEMENT					
	Credit Interviewer (07)	Display Helper (10)	Receiving Clerk (13)	Salesperson (15)	Stockperson (16)	Asst. Buyer (02)	Asst. Credit Manager (03)	Display Asst. (04)	Receiving Dept. Asst. (05)	Prof. Salesperson (12)	Advertising Manager (01)	Buyer (06)	Credit Manager (08)	Department Manager (09)	Display Manager (11)	Receiving Manager (14)
394				✓	✓	✓		✓		✓		✓		✓	✓	
395				✓		✓				✓	✓	✓		✓		
396		✓		✓		✓		✓		✓	✓	✓		✓		
397				✓	✓	✓				✓		✓		✓		
398				✓	✓	✓		✓		✓		✓		✓	✓	
399				✓		✓				✓		✓		✓	✓	
400	✓		✓	✓	✓	✓	✓			✓		✓	✓	✓	✓	
401				✓		✓				✓		✓		✓	✓	
402				✓	✓	✓		✓		✓		✓		✓	✓	
403				✓	✓	✓				✓		✓		✓		
404			✓	✓	✓	✓		✓		✓		✓		✓	✓	✓
405	✓			✓	✓	✓				✓		✓	✓	✓		
406			✓	✓	✓	✓			✓	✓		✓		✓		✓
407				✓		✓				✓		✓		✓	✓	
408				✓	✓	✓				✓		✓		✓		
409				✓		✓				✓				✓		
410	✓			✓		✓				✓		✓	✓	✓		
411				✓		✓				✓		✓		✓		
412	✓			✓		✓	✓			✓		✓	✓	✓		
413	✓			✓		✓				✓		✓	✓	✓		

TABLE 116 - Continued

	ENTRY					SUPERVISORY					MANAGEMENT					
Task Number	*Credit Interviewer (07)*	*Display Helper (10)*	*Receiving Clerk (13)*	*Salesperson (15)*	*Stockperson (16)*	*Asst. Buyer (02)*	*Asst. Credit Manager (03)*	*Display Asst. (04)*	*Receiving Dept. Asst. (05)*	*Prof. Salesperson (12)*	*Advertising Manager (01)*	*Buyer (06)*	*Credit Manager (08)*	*Department Manager (09)*	*Display Manager (11)*	*Receiving Manager (14)*
414				✓										✓		✓
415			✓	✓	✓	✓				✓		✓		✓		✓
416			✓	✓	✓	✓				✓		✓		✓		✓
417	✓			✓		✓				✓		✓		✓		
418				✓		✓				✓		✓		✓		
419				✓	✓	✓				✓		✓		✓		
420						✓				✓		✓		✓		
421	✓			✓			✓			✓			✓	✓		
422				✓						✓						
423	✓			✓			✓						✓			
424				✓						✓			✓	✓		
425		✓		✓		✓		✓		✓		✓		✓	✓	
426				✓		✓						✓		✓		
427				✓		✓				✓		✓		✓		
428				✓		✓				✓		✓		✓	✓	
429				✓		✓				✓		✓		✓		
430				✓		✓				✓		✓		✓		
431				✓						✓				✓		
432			✓	✓	✓	✓			✓	✓		✓		✓		✓
433				✓	✓	✓				✓		✓	✓	✓		

TABLE 116 - Continued

Task Number	ENTRY					SUPERVISORY					MANAGEMENT					
	Credit Interviewer (07)	Display Helper (10)	Receiving Clerk (13)	Salesperson (15)	Stockperson (16)	Asst. Buyer (02)	Asst. Credit Manager (03)	Display Asst. (04)	Receiving Dept. Asst. (05)	Prof. Salesperson (12)	Advertising Manager (01)	Buyer (06)	Credit Manager (08)	Department Manager (09)	Display Manager (11)	Receiving Manager (14)
434	✓			✓	✓	✓				✓		✓	✓	✓		
435	✓			✓		✓				✓		✓		✓		
436	✓			✓		✓				✓		✓	✓	✓		
437	✓			✓		✓	✓			✓		✓	✓	✓		
438				✓		✓				✓		✓	✓	✓		
439				✓		✓				✓		✓	✓	✓		
440				✓		✓				✓		✓	✓	✓		
441	✓			✓		✓	✓			✓		✓	✓	✓		
442				✓		✓						✓	✓	✓		
TOTAL RELEVANT TASKS	56	93	51	189	92	293	104	94	68	236	156	254	117	295	161	89

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BIBLIOGRAPHY

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APPENDIX A

Department Store Consultants

Department Store Consultants

Ms. Becky Christy
1915 Hopkins Ave.
Columbus, Ohio 43223

Mr. Tom Eichenlaub
8 Rue Royale
Kettering, Ohio 45429

Mr. James Kahn
5820 Sampson Drive
Girard, Ohio 44420

Mr. Gary Idzkowski
5029 Reed Road
Columbus, Ohio 43223

Mr. Robert Browning
4816 Westmont Drive
Springfield, Ohio 45503

Mr. Doug Richardson
5308 Gatehouse Apt. A
Columbus, Ohio 43213

APPENDIX B

Cover Letter and Directions for Receiving Task Lists

The IDECC project staff thanks you for serving as a consultant on the Department Store Advisory Committee. Final arrangements have been made to conduct an advisory committee meeting at The Center for Vocational Education in Room 1-B on Monday, January 16, 1978, from 9:00 A.M. to 5:00 P.M. The purpose of the meeting will be to collect the task lists which you have reviewed. Therefore, it is of the utmost importance that you complete the reviewing process prior to your arrival on Monday, January 16th. It should be noted that the task lists will be exchanged during the advisory committee meeting for additional review by other committee members. Please make all comments and suggestions as legible as possible to ensure the success of the exchange process.

During the review of the task lists, you may wish to have other department store personnel assist in reviewing the task lists. In addition, please consider if the task statements are too general or too specific in their stated form.

Two enclosures are included in this mailing along with instructions and the task lists. One enclosure is a list of occupations with a self-addressed stamped envelope. Please complete the form and mail today. The second enclosure is a map which describes how to locate The Center for Vocational Education on January 16.

If you have any questions concerning the review of the task lists, contact the IDECC Project Office by calling collect (if long distance) for Robert G. Berns or Terry M. Williams at (614) 486-6345. Thank you again for your assistance and we look forward to our meeting with you.

Sincerely,

Terry M. Williams, Ph.D.
IDECC Project Director

Robert G. Berns
IDECC Project Coordinator

DIRECTIONS FOR REVIEWING TASK LISTS

An initial list of task statements has been compiled for each of sixteen occupations in the area of department store for review by department store consultants. Because of your expertise and experiences in this area, we have asked you to serve as a consultant to refine and revise the task listings prior to their use. The purpose of this review is to add missing task statements, delete obviously irrelevant ones, break down task statements that are too broad, and improve the wording of vague or lengthy task statements. After your input, the revised list will be sent across the country for workers and supervisors in department stores to verify which tasks they actually perform.

Please consider the following questions as you review these lists prior to our January 16th meeting. You may need to use other workers in the review of the task lists.

QUESTIONS TO CONSIDER

1. To your knowledge, is the task performed by workers in the occupation? If not, please so indicate in the comment section.
2. Could the task be broken up into two or more statements? If so, write the new task statements in the comment section.
3. What statements should be added to complete the list of tasks? Write additional task statements at the end of the list.
4. Is the task statement clear? If not, make suggestions in the comment section.
5. In the final review, is the task list comprehensive? Is the list representative of all tasks performed by the worker?
6. Please add any additional comments in the comment section of the task list.

____
Consultant

PLEASE RETURN TODAY!!!

Please check below those occupations in which you have work experience or have knowledge of:

_____ Salesperson
_____ Professional Salesperson
_____ Credit Manager
_____ Assistant Credit Manager
_____ Credit Interviewer
_____ Display Manager
_____ Assistant Display Manager
_____ Display Helper
_____ Advertising Manager
_____ Buyer
_____ Assistant Buyer
_____ Receiving Manager
_____ Assistant Receiving Manager
_____ Receiving Clerk
_____ Stockperson
_____ Department Manager

On January 16th, you will be asked to comment on the task lists of occupations other than those you are examining now.

Please return this completed form today in the stamped envelope provided. Thank you.

APPENDIX C

Cover Letter and Department Store Advisory Committee Meeting Agenda

We are looking forward to meeting with you this Monday (January 16th). Because the university will be closed for Martin Luther King Day, The Center for Vocational Education will not be used for this meeting as you were previously informed.

Instead, the meeting will be held in Arps Hall on the main campus (room 282). Enclosed is a map to replace the one sent to you earlier. Since the university is closed, parking will be no problem. You may park in any lot adjacent to Arps Hall. Arps is located at the corner of 17th and N. High St. We will provide you a guest permit upon your arrival. Since the building will be locked, please use the fire escape stairs as indicated on the map. Go up three flights (second door) and we will let you in.

We hope this is clear. Upon arriving in Columbus, if you have any problems, just call 422-5431. If you have any questions before Monday, call me collect at (614)486-6345.

Thank you.

Sincerely,

Robert G. Berns
IDECC Project Coordinator

P.S. Please remember to bring:

MAP
Completed TASK LISTS

Enclosure
RGB/cal

DEPARTMENT STORE
ADVISORY COMMITTEE MEETING

JANUARY 16, 1978

AGENDA

9:00 A.M.	Arrival
9:30 A.M.	Introductions
	Overview of Distributive Education and IDECC
	Task Survey Process and Functional Areas
11:40 A.M.	Lunch
1:30 P.M.	Career Paths
	Task Lists Exchange
	Reimbursement Procedures
	Departure

APPENDIX D

Letters to Department Store Consultants

Thank you for your participation in the department store advisory committee meeting in January. A change in procedure has occurred since that time. After receiving input from that session we incorporated your ideas into a more comprehensive list of task statements we developed. These statements are presently being analyzed by a task analysis specialist and will then be printed in booklet form.

At the end of February, you will receive copies of the booklets for the occupations with which you dealt. At that time, we will ask for your comments concerning them.

Your checks will be sent after we receive these booklets back. Hope you "weathered the storms" successfully since we last saw you.

Sincerely,

Terry M. Williams
IDECC Project Director

Robert G. Berns
IDECC Project Coordinator

RGB/cal

As stated in our last letter, a change in procedure has occured based on information you provided at the January department store advisory committee meeting. Specifically, the project staff developed one comprehensive list of tasks for all 16 department store occupations. This list of tasks was printed in one employee booklet and one supervisor booklet for each occupation. Therefore, the task survey process requests that an employee in the department store occupation complete the employee booklet while a supervisor for that type of employee complete the supervisory booklet. Analysis of the booklet will provide data concerning task importance and occurrence desired as well as training location.

Enclosed in this envelope, you will find the appropriate number of employee-supervisor booklet sets for the occupations which you originally reviewed. We would like you to complete a final review of the task booklets. Please note the task list is the same for all booklets; therefore, after your initial review of the task list, you need only to consider the general appropriateness of the list to different occupations. After reviewing a booklet please complete the comments and suggestions section for each task booklet (back page).

Once all booklets are reviewed, please send us your completed evaluations from the comment and suggestion sections of the booklets which we have sent you. Your consulting and travel check will be mailed immediately upon receipt of your task booklet evaluations. Again, we would like to thank you for participation and suggestions.

Sincerely,

Terry M. Williams, Ph.D.
IDECC Project Director

Robert G. Berns
IDECC Project Coordinator

APPENDIX E

Comprehensive List of Tasks for General Merchandising: Department Store

LIST OF TASK STATEMENTS

ADVERTISING

1. Allocate advertising space to departments.
2. Analyze the relative cost of advertising in various media.
3. Answer customer questions concerning advertised merchandise.
4. Check advertising proofs for omissions and for necessary corrections and additions.
5. Compare in-the-store sales promotion activities with national or chain advertising.
6. Consult with display personnel to coordinate promotional activities.
7. Consult with newspaper advertising departments to develop advertisements.
8. Contract with newspaper advertising departments to develop advertisements.
9. Design advertising insert for mailings.
10. Design seasonal catalog.
11. Design special events catalog.
12. Determine advertising policy.
13. Determine merchandise to be advertised.
14. Determine special event for store-wide promotion.
15. Determine type face (style) for advertisement.
16. Develop advertisement layout.
17. Distribute advertisements (tear sheets) in store.
18. Distribute free samples of merchandise.

19. Elicit funds from supplier for sharing costs of advertisements.

20. Establish premium merchandising program (e.g. coupons, trading stamps).

21. Evaluate the effectiveness of past advertising in terms of sales and costs.

22. Evaluate the effectiveness of various advertising media for merchandise being advertised.

23. Explain merchandise when distributing free samples.

24. File competitor's advertisements.

25. File own store advertisements.

26. Inform customer of the location of advertised merchandise within a store.

27. Inform personnel of sales promotion activities.

28. Negotiate advertising contract with media firm.

29. Negotiate contract with advertising agency.

30. Post copy of advertisement for salespeople's information.

31. Prepare an advertising budget.

32. Prepare an advertising schedule.

33. Read newspaper advertisements of competitors.

34. Read newspaper advertisements of own store.

35. Review proof of advertisement for corrections and adjustments.

36. Review television or radio advertisement for corrections and adjustments.

37. Select advertising media.
38. Select an advertisement illustration.
39. Select merchandise mat for advertisement.
40. Shop competitor's advertised merchandise.
41. Sketch illustration for advertisement.
42. Submit advertisement to management for corrections and adjustments.
43. Submit advertisement to management for approval.
44. Write advertising copy.
45. Write news release for publicity purposes.

COMMUNICATIONS

1. Answer customer inquiries concerning merchandise.
2. Answer customer inquiries concerning service of the store.
3. Arrange for telephone training for employees.
4. Attend meeting of trade association to learn trends and advanced methods in business operations.
5. Compliment employees for achievements.
6. Convey management directions and instructions to employees.
7. Determine content of company newspaper.
8. Determine methods for assigning duties.

9. Determine methods for delegating authority.

10. Determine the situation in which to use either a technical or commonly understood language.

11. Develop descriptive phrases to be used in selling merchandise.

12. Explain business policy to new customers.

13. Explain business policy to new employees.

14. Explain business policy to new vendors.

15. Explain employee problem to management.

16. Explain form or report.

17. Explain monthly billing statement to customer.

18. Give oral directions to customer.

19. Keep the public aware of the business image.

20. Notify employees of new policy or procedure.

21. Read company newsletter.

22. Read publications of trade association to learn trends and advanced methods in business operation.

23. Report to management the progress of a department, system, or function within store.

24. Submit suggestions to management.

25. Teach telephone training to employees.

26. Translate technical words concerning an item of merchandise into the customer's language.

27. Use customer's name during a sale.

28. Use gestures when communicating.

29. Write article for company newsletter.

30. Write business letter.

31. Write purchase order.

DISPLAY

1. Adjust display lighting.

2. Answer customer request for merchandise on display.

3. Approve a display.

4. Attend a trade show of display supplies, fixtures, and equipment.

5. Clean and straighten display window.

6. Clean and straighten interior display.

7. Clean display shop.

8. Construct background pieces.

9. Consult with management concerning display theme.

10. Cover displays.

11. Decorate a store department.

12. Design display arrangement for special event.
13. Design sign for a display.
14. Determine schedule for display.
15. Determine background for a display.
16. Determine the space allotment for a display.
17. Dismantle a window display.
18. Dismantle an interior display.
19. Dress a mannequin.
20. Gather equipment for setting up displays.
21. Group related merchandise for use in a display.
22. Identify display aids provided by a manufacturer.
23. Inspect a display for corrections and adjustments.
24. Letter a sign.
25. Obtain suggestions for a display.
26. Organize materials and equipment in the display shop.
27. Pick up merchandise for display personnel.
28. Place price cards in an interior display.
29. Place price cards in a window display.

30. Press clothing.

31. Rearrange interior display from which merchandise has been sold.

32. Record the merchandise loaned to the display department.

33. Request approval for a display.

34. Request interior and/or exterior display for department.

35. Request printing of point-of-sale signs.

36. Return display fixtures and supplies to display shop.

37. Return displayed merchandise to appropriate department.

38. Select color scheme for a display.

39. Select display fixtures.

40. Select display-lighting.

41. Select in-store locations for displays.

42. Select merchandise for displays.

43. Select the arrangement of merchandise for a display.

44. Select theme for a display.

45. Set up a display.

46. Set up a trial display.

47. Sketch a promotional display.

48. Sketch a self-service display.

49. Sketch an institutional display.

50. Water live plants.

51. Write copy for a sign or card.

MERCHANDISING

1. Adjust merchandise price based upon competitive market conditions.
2. Analyze merchandise plan for predicted versus actual sales performance.
3. Analyze past sales records for planning future sales and purchases.
4. Analyze stock-on-hand before ordering merchandise.
5. Analyze stock-on-order before ordering additional merchandise.
6. Analyze the effects of market conditions on the business.
7. Analyze want slips to determine customer needs and wants.
8. Approve payment of bill for purchased merchandise.
9. Calculate trade discount offered by supplier.
10. Calculate quantity discount offered by supplier.
11. Check merchandise for spoilage or damage.
12. Choose between various styles, qualities, and prices when buying merchandise for a particular classification.
13. Compare merchandise costs, transportation rates, and discounts when buying merchandise.

14. Compare qualities, styles, and prices when buying merchandise for a classification.

15. Compute markup percent.

16. Determine cost of merchandise to a store.

17. Determine open-to-buy based upon merchandise plan.

18. Determine retail selling price of merchandise.

19. Determine the most beneficial dating terms when buying merchandise.

20. Determine the most beneficial discounts when buying merchandise.

21. Develop a business price-line structure.

22. Establish pricing policy.

23. Establish the business' policies and procedures for changing retail prices up or down.

24. Establish unit inventory control system.

25. Estimate merchandise market value before buying merchandise.

26. Estimate merchandise salability before buying merchandise.

27. Hire a resident buyer.

28. Identify competitive conditions in the market area which the business serves.

29. Identify federal and state laws applicable to pricing.

30. Inspect prices on merchandise for accuracy after price changes.

31. Locate a buying office.

32. Locate supplier or manufacturer of desired merchandise.

33. Order basic stock.

34. Order merchandise based upon customer requests.

35. Order merchandise to back up advertisements.

36. Predict trends in price lines, colors, styles, sizes, etc., from unit control records.

37. Report information from unit inventory control system to buyer.

38. Reprice spoiled or damaged merchandise.

39. Request market information from manufacturer representative.

40. Set item prices to reflect seasonal price changes.

41. Set up delivery schedule for basic stock.

42. Set up model stock plans.

43. Set up inventory based on cost method.

44. Set up inventory based on retail method.

45. Write a purchase order.

46. Write merchandise order cancellation.

OPERATIONS

1. Administer employment test to job applicant.

2. Analyze a credit application to determine acceptance or rejection according to store requirements.

3. Analyze accounts for credit bureau.
4. Analyze employment test completed by job applicant.
5. Analyze job application form or personal resume of job applicant.
6. Analyze local economic factors for their potential influence on the business.
7. Analyze national economic factors for their potential influence on the business.
8. Analyze profit and loss statement.
9. Analyze the data in charts and graphs.
10. Approve customer check for cashing.
11. Arrange extension of time for paying account.
12. Assess performance of assistant manager (or supervisor) trainee.
13. Assess various methods of training available for particular employee training needs.
14. Attach price tickets on merchandise.
15. Assign regular duties to employee.
16. Assign special duties to employee.
17. Authorize claim for shortage or damage.
18. Calculate gross margin.
19. Calculate net sales.
20. Calculate operating profit.

21. Calculate personnel turnover rate.
22. Calculate profit margin.
23. Calculate stock-to-sales ratio.
24. Calculate stock turnover.
25. Cash customer check.
26. Change charge address for customer.
27. Check received merchandise on selling floor.
28. Check received merchandise off a packing slip.
29. Clear empty cases and cartons from aisles.
30. Close credit account.
31. Compare business operation with similar businesses.
32. Compare operating results against the business planned operating budget.
33. Conduct employee meetings.
34. Conduct employee training.
35. Contact a customer concerning a delinquent account.
36. Contribute money to organizations within the community.
37. Convert or transfer account from one type to another.
38. Count merchandise on hand (physical inventory).

39. Design a credit application form.

40. Design employee evaluation form.

41. Detect evidence of poor morale (e.g. high personnel turnover, numberous grievances, increased absenteeism, tardiness).

42. Detect grievances among employees.

43. Determine application of state, federal, or local credit laws to store operations.

44. Determine delivery charge.

45. Determine department arrangement and layout.

46. Determine employee bonuses.

47. Determine inventory shrinkage to detect pilferage and shoplifting.

48. Determine job classifications.

49. Determine operating expenses.

50. Determine postage for parcel post or other delivery system.

51. Determine store business hours.

52. Determine store arrangement and layout.

53. Determine transportation route for merchandise being shipped.

54. Determine variable expenses.

55. Donate business time for local community events.

56. Establish a business operating budget.

57. Establish credit policies and procedures.

58. Establish employee discount rate.

59. Establish employee dress regulations.

60. Establish merchandise priorities in the checking department.

61. Establish merchandise priorities in the marking department.

62. Establish policies and procedures for dealing with shoplifting.

63. Establish policies and procedures for promoting employees.

64. Establish policies concerning employee grievances.

65. Establish policies for hiring.

66. Establish policies for recruiting new employees.

67. Establish policy concerning employee benefits (e.g. insurance, vacation, sick leave).

68. Establish procedures concerning customers' accidents.

69. Establish procedures concerning employees' accidents.

70. Establish procedures for checking merchandise against an invoice.

71. Establish procedures for dealing with overdue accounts.

72. Establish procedures for filing claims against carriers or manufacturers (e.g. merchandise damages, shortages, overcharges).

73. Establish procedures for following through on nondelivered or lost merchandise.

74. Establish procedures for processing incoming merchandise.

75. Establish sales commission rates.

76. Establish standards of performance for employee evaluation.

77. Estimate the break-even point for a department.

78. Evaluate employee for promotion.

79. Evaluate employee training program.

80. Evaluate new developments in receiving, checking, and marking methods and facilities.

81. Explain credit policies to customer when opening account.

82. Explain terms and conditions associated with credit plans to customer.

83. Explain the business operation and policies to job applicant.

84. File claims against carriers or manufacturers

85. Formulate business objectives toward which supervisors can encourage employees to work.

86. Grant credit authorization via charge plates.

87. Hire new employee.

88. Identify credit plans available.

89. Identify modes of transportation used in shipping merchandise from vendor to store.

90. Identify the kinds of customer services and facilities that other stores offer.

91. Inform customer by mail that complaint has been corrected or adjusted.

92. Inform employee about fire and safety regulations and procedures.

93. Inform employee of appraised performance and of areas needing improvement.

94. Inform salespeople of credit information on particular customers.

95. Inform salespeople of store credit policy.

96. Inspect received merchandise for damages.

97. Instruct assistant manager (or supervisor) trainee.

98. Interview job applicant.

99. Itemize charge account on microfilm.

100. Load merchandise into customer's car.

101. Mark identification on packages.

102. Mark price tags with price-marking machine.

103. Obtain information from credit bureaus, references, and other stores with whom a credit applicant has accounts.

104. Order customer charge plate.

105. Orient new employee.

106. Plan job orientation for new employees.

107. Post job opening announcements in store.

108. Prepare a budget for accounts receivable.

109. Prepare and mail billing statement.

110. Prepare forms to return merchandise to vendors.

111. Prepare inventory records of equipment.

112. Prepare inventory records of supplier.

113. Prepare physical inventory records of merchandise.

114. Prepare shift schedule for employees.

115. Process customer payment of bills.

116. Process incoming merchandise.

117. Record incoming merchandise.

118. Record merchandise returns to vendors.

119. Report damaged merchandise.

120. Send form letter advising individual whether or not account has been accepted.

121. Select area or site location for future store.

122. Select department location for wrapping and packing.

123. Select employee for promotion.

124. Select employee for transfer.

125. Select equipment to purchase for wrapping and packing.

126. Select supplies needed for wrapping and packing.

127. Select the kind of storage suited for merchandise.

128. Select the type of delivery system to be used in the business operation.

129. Set employee commission rate.

130. Set employee salary scales.

131. Set employee wage rates.

132. Set up a bookkeeping and accounting process for receiving and marking merchandise.

133. Set up addressograph plates to send out statements.

134. Set up credit account for another business.

135. Set up delivery schedule.

136. Set up employee personnel records.

137. Set up employee training course offered by suppliers and manufacturers.

138. Set up sales contest for employees.

139. Sew store label into garment.

140. Study state, federal, and local laws concerning business operations.

141. Study state, federal, or local credit laws.

142. Submit advertisement to newspaper for recruiting new employees.

143. Supply customer information to credit bureau.

144. Transfer merchandise from department to merchandise pick-up area.

145. Transfer merchandise from receiving to selling floor.

146. Turn customer account over to collection agency or legal counsel.

147. Visit schools to recruit new employees.

148. Write letter to customer to reactivate account.

PRODUCT AND/OR SERVICE TECHNOLOGY

1. Answer customer question concerning grades and standards.
2. Ask customers for merchandise information (e.g. quality, uses).
3. Ask other employees for merchandise information (e.g. prices, location, quality).
4. Ask producers for merchandise information.
5. Ask sales representatives for merchandise information.
6. Ask supervisors for merchandise information (e.g. prices, location, quality).
7. Assemble merchandise.
8. Determine application of the Pure Food, Drug, and Cosmetic Act to store operations.
9. Determine implication of the Federal Trade Commission protective measures to store operations.
10. Determine implication of federal, state, and local laws regarding merchandise standards.
11. Distribute materials to employees concerning merchandise information.
12. Estimate waiting time for special order.
13. Explain care of merchandise to customer.
14. Explain merchandise accessories available to the customer.
15. Explain merchandise directions to customer.

16. Explain merchandise guarantees to customer.

17. Explain to customer the protective provisions offered by various consumer agencies.

18. Identify styles of merchandise in other departments.

19. Instruct employee concerning product knowledge.

20. Measure customer to determine size of merchandise.

21. Read trade journals to supplement product, service, merchandise, fashion, and business trend information.

22. Retrain employee to update product knowledge.

23. Select useful merchandise information from advertisement.

24. Study Federal Trade Commission protective measures as they apply to store products.

25. Study federal, state, local laws regarding merchandise standards.

26. Study merchandise information found on the merchandise itself (handtags and labels, leaflets, directions, box covers and price tags).

27. Study the Pure Food, Drug, and Cosmetic Act.

28. Suggest newly developed merchandise which can be substituted for formerly used merchandise.

29. Suggest size of merchandise for correct fit.

30. Suggest substitute item for out-of-stock merchandise.

31. Write special order for merchandise.

SELLING

1. Advise customer on current fashions.

2. Analyze customer objections as valid or as excuses.
3. Appraise customer's purchasing needs and desires.
4. Apply methods for meeting customer objections.
5. Approach the customer when opening a sale.
6. Approve credit transaction.
7. Approve customer's check for purchase.
8. Approve merchandise return or exchange.
9. Arrange for home installation of merchandise.
10. Arrange merchandise in the stockroom.
11. Arrange merchandise on the selling floor.
12. Balance cash drawer against cash register reading.
13. Calculate employee discount on merchandise purchased.
14. Calculate sales tax.
15. Calculate the amount of a customer's purchase.
16. Calculate the unit price for multiple-priced merchandise.
17. Call customer concerning merchandise ordered.
18. Call fitter, or make appointment for fitting, if alterations are needed.
19. Change price marking on merchandise.

LIST OF TASK STATEMENTS

20. Check store for depleted stock.

21. Clean merchandise.

22. Compute selling costs of purchased items.

23. Correct cash register error.

24. Cover merchandise.

25. Demonstrate merchandise as it may be used by customers.

26. Detect "buying signals" or readiness to buy on the customer's part.

27. Determine a customer's buying motive.

28. Determine approach for opening a sale.

29. Determine method for closing a sale.

30. Determine personality type of customer.

31. Determine sales tax from a tax table.

32. Determine type, quality, and price of merchandise carried by competitors.

33. Determine when either underselling or overselling is becoming detrimental to a sale.

34. Develop a sales presentation around identified buying motives.

35. Develop a sales presentation based upon anticipated customer objections.

36. Employ methods of suggestion selling to increase the sale.

37. Establish sales quota for department.

LIST OF TASK STATEMENTS

38. Establish sales quota for salesperson.

39. Establish sales quota for store.

40. Exchange returned merchandise.

41. Explain delivery schedules to customer.

42. Fill in floor fixture or bin.

43. Identify product benefits.

44. Identify product features.

45. Inform buyer or supervisor of stocks that are low.

46. Inform customer of newly-arrived merchandise.

47. Inform customer of specially-priced merchandise.

48. Inform supervisor of customer complaint.

49. Inform the buyer of customer requests.

50. Inspect merchandise on selling floor for damage.

51. Inspect merchandise returned by customer for damage.

52. Inventory the physical stock.

53. Make change during a cash transaction.

54. Mark prices on merchandise.

55. Order replacement merchandise based upon merchandise counts.

56. Place merchandise into the customer's hands during a sale.
57. Place size marker on rack.
58. Read and clear cash register.
59. Record merchandise price changes in price book.
60. Record sale on a cash register.
61. Refund money for returned merchandise.
62. Repair damaged merchandise.
63. Replenish floor stock from reserve stock.
64. Remove spoiled or damaged merchandise from selling floor.
65. Request cash for register.
66. Request merchandise from other stores.
67. Rotate merchandise.
68. Select merchandise to transfer to other stores.
69. Select the credit plan or installment terms which will serve the customer best.
70. Select wrapping materials for the customer's purchase.
71. Sell gift certificate.
72. Set up a customer card file.
73. Set up merchandise demonstration.

74. Ship merchandise to fill a mail order.

75. Ship merchandise to fill a telephone order.

76. Suggest merchandise from department.

77. Suggest merchandise from other departments.

78. Suggest qualities of higher priced merchandise (trade up) during a sale.

79. Take garment to alterations department.

80. Take merchandise count.

81. Transfer merchandise to Will-Call or Lay-Away area of store.

82. Wrap, bag, or box sold merchandise.

83. Write additional customer (identification) information on customer check.

84. Write cash refund slip.

85. Write charge credit.

86. Write exchange slip.

87. Write sales check for cash transaction.

88. Write sales check for C.O.D. transaction.

89. Write sales check for credit transaction.

90. Write sales check for lay-away.

APPENDIX F

Comprehensive List of Equipment and Materials

EQUIPMENT AND MATERIALS

What equipment and materials do you handle in your work? Please indicate which of the following you use (1) regularly, (2) occasionally, or (3) never.

___ 1. Adding machine

___ 2. Bags and boxes for merchandise

___ 3. Belt conveyer system

___ 4. Calculator

___ 5. Carpenter equipment

___ 6. Cash register (Non-computerized)

___ 7. Charge plate producing machine

___ 8. Computers

___ 9. Computer reports

___ 10. Crates and cartons

___ 11. Credit application forms

___ 12. Credit authorization computer

___ 13. Credit bureau terminal

___ 14. Credit card stamper

___ 15. Credit explanation folder (pamphlets)

___ 16. Customer credit books

___ 17. Delivery trucks (e.g. 2-wheel dolly)

___ 18. Department identification tags

___ 19. Display backdrops

___ 20. Display racks

___ 21. Drawing board and equipment

___ 22. Duplicating machine

___ 23. Filing equipment

___ 24. Freight elevator

___ 25. Garment pressing equipment

___ 26. Mannequins

___ 27. Merchandise order forms

___ 28. Merchandise traffic book

___ 29. Microfilming equipment

___ 30. Paints and brushes

___ 31. Paper and board (of various weights, display)

___ 32. Personnel planning book

___ 33. Photography equipment

___ 34. Pneumatic tubes

___ 35. Point-of-sale terminal (computerized cash register)

___ 36. Price change books

___ 37. Price change clippers

EQUIPMENT AND MATERIALS

(continued)

___ 38. Price lists

___ 39. Procedures manual

___ 40. Sales check book

___ 41. Saws

___ 42. Show cases

___ 43. Signs

___ 44. Sign holders

___ 45. Small floor trucks

___ 46. Store operations and procedures manual

___ 47. Tagging or marking machines

___ 48. Tear sheet book

___ 49. Telephone

___ 50. Time clocks

___ 51. Typewriter

___ 52. Video equipment

___ 53. Want slips

___ 54. Weighing machines and scales

What are some other materials and equipment you handle in your work?

APPENDIX G

Instructions for Answering "Extent that Task is Part of the Job" Question

QUESTION 3 - "Extent Task is Part of the Position"

DIRECTIONS FOR REPORTING HOW MUCH EACH TASK IS A PART OF YOUR JOB

(Please read these pages carefully and completely)

---

1. Answer this question so as to give the best description you can of what you do in your present job. For each task statement in the list of Activities consider how significant a part of your job it is. This may be done in two steps:

   First, consider whether the activity is a part of your job. If your answer is NO, then the task item is definitely not part of your position.

   Second, and only if the item does apply to your job, decide how significant a part of your position it represents.

2. Be sure to read every activity listed. Do not depend on the duty labels that are used to group the activities. These duty categories are not definite. They may contain some of your job activities, even when you do not generally perform the duty itself.

3. Circle the appropriate answer to the right of each activity statement. Please make a rating for every item listed in the booklet.

4. For each item, choose a value between 0 and 7 according to the following rating scale:

0 = Definitely *not a part* of my job position, does not apply, or is not true for this job.
1 = Under unusual circumstances may be a *minor part* of my job.
2
3
4 = A *substantial part* of my job.
5
6
7 = A *most significant part* of my job.

Use all eight scale values, as appropriate. The ratings of "2" and "3" represent intermediate levels between "MINOR" and "SUBSTANTIAL" parts of the job. Similarly, the ratings of "5" and "6" represent intermediate levels between extent to which a task is considered part of the job. Your rating of a task might be at any one of these levels.

NOW TURN TO PAGE 1 OF THE ACTIVITIES LIST AND BEGIN
MARKING THE APPROPRIATE CHOICES IN THE SPACE PROVIDED

Thank you for your participation in this study

APPENDIX H

Instructions for Answering "Desired Task Occurrence" and "Learning Location" Questions

DIRECTIONS FOR REPORTING WHICH ACTIVITIES SHOULD BE PERFORMED AS PART OF THE JOB
and
WHERE EACH ACTIVITY SHOULD BE LEARNED

(Please read this page carefully and completely)

---

1. From your experience as a supervisor of one or more persons in this position indicate which of the activities in the List of Activities should be performed by these workers in your operation; that is, by such employees under your supervision in your office or firm. Place a check mark or "X" in the column to the right of each activity statement to indicate which tasks your workers should be doing as part of their job, even if only done once. Task activities not part of the job for any of your workers should be left blank.

2. Be sure to read every activity listed. Do not depend on the duty labels that are used to group the activities. These duty categories are not definite. They may contain some relevant job activities, even when the duty itself is not generally performed.

3. Do include as part of the job:
   a. Activities that your workers occasionally are expected to do, but that are not normally part of their job.
   b. Activities that are to be performed by only one of your staff of this position even if they are not part of every worker's job.

4. Do not mark activities:
   a.If done only by other types of job positions in your office
   b. If your workers only lend occasional assistance to another worker performing a task, and are not responsible for the effective performance of that task.

5. Do not rate your own job; rate only the work of workers in this position that you supervise.

6. In answering this question of which activities should be performed by a worker in this position in your office, pay particular attention to the "action verb." The "action verb" is usually the first word of each statement about a worker in this position worker unless the "action verb" implies supervision as a part of this worker's activity.

7. The pages of the Task Inventory booklet should not be removed when answering this question; they will need to be in proper sequence later to process your answers along with those of other people answering this question.

WHERE EACH ACTIVITY SHOULD BE LEARNED

1. From your total experience in employing and supervising persons in this position, judge where each job activity that you checked on Question 2 should be learned. That is, where should a worker make the main effort to learn what needs to be known about each expected activity?

2. This judgment should take into consideration where it is most useful, most feasible, and most practical for such learning to occur, under realistic circumstance. Do not let your judgment be overly influenced by the location or nature of such training that you or your workers may have received. Instead, decide where you feel the training would best be accomplished for future persons wanting to become qualified in positions like those in your office.

3. Circle the appropriate answer to the right of each activity. Use that category which best represents where you feel the main learning effort should be located for that activity. Do not give answers for activities you haven't checked in the booklet as appropriate. Please mark an answer for all others.

4. Choose your answers from the following categories:

P = PRIOR to enrollment in a formal job training program (such as in grade school, at home, or in other instructional programs).

T = In a formal TRAINING program or school, before regular employment in the job.

S = On SITE (such as by job experience after employment, on-the-job training, apprenticeship, self-training, or in local training courses after employment as a

E = Through prior employment EXPERIENCE *in a related or lower entry occupation* (but *not* experience in other positions).

O = OTHER: (Please *write* your judgment of the proper learning location on the reverse side of the answer page, indicating the item number).

N = There is NOTHING of any real substance that new would need to learn about

45

thank you for your participation in this study.
NOW TURN TO PAGE 1 OF THE ACTIVITIES LIST AND BEGIN
MARKING THE APPROPRIATE CHOICES IN THE SPACE PROVIDE

APPENDIX I

Employee Background Information Sheets for 16 Occupations in General Merchandising: Department Store

BACKGROUND INFORMATION

(Use this sheet if you are a Salesperson, not a supervisor for Salesperson)

INSTRUCTIONS: Please check the box opposite the one item in each section that most appropriately describes your experience.

WHAT IS YOUR JOB POSITION? (check the one that is most descriptive, regardless of actual job title used in your business)

☐ Salesperson ☐ Other (please write in): ____________________
____

____ HOW MANY EMPLOYEES WORK IN THE LOCATION WHERE YOU ARE? (Enter number)
SPECIFY LOCATION, SUCH AS DEPARTMENT OR DIVISION (Please write in) ____________
____

INSTRUCTIONS: Please write in the blanks the number of years of work experience for each of the following questions:

____ HOW MANY YEARS HAVE YOU WORKED AT YOUR PRESENT JOB? (Enter number)
____ HOW MANY YEARS HAVE YOU WORKED IN DEPARTMENT STORE RETAILING? (Enter number)

WHERE DID YOU RECEIVE MOST OF YOUR TRAINING TO QUALIFY AS A SALESPERSON? (check the ones most appropriate)

☐ Senior High School (secondary)
☐ Technical Institute or Area Vocational-Technical
☐ Community or Junior College
☐ Two-year Branch College
☐ Equipment Manufacturer's Training Program
☐ On the Job (Self Learned)
☐ Previous Work Experience in Other Types of Jobs
☐ Public Vocational School (secondary)
☐ Community Manpower Development Program
☐ Private Business, Trade, or Technical School or College
☐ Senior College or University
☐ Employer-Sponsored Training Program
☐ Formal Apprenticeship Program
☐ Correspondence Courses
☐ Other (please write in): ____________________
____

BACKGROUND INFORMATION

(Use this sheet if you are a Stockperson, not a supervisor of Stockperson)

INSTRUCTIONS: Please check the box opposite the one item in each section that most appropriately describes your experience.

WHAT IS YOUR JOB POSITION? (check the one that is most descriptive, regardless of actual job title used in your business)

☐ Stockperson

☐ Other (please write in): ____________________

____

____ HOW MANY EMPLOYEES WORK IN THE LOCATION WHERE YOU ARE? (Enter number)

SPECIFY LOCATION, SUCH AS DEPARTMENT OR DIVISION (Please write in) ____________

INSTRUCTIONS: Please write in the blanks the number of years of work experience for each of the following questions:

____ HOW MANY YEARS HAVE YOU WORKED AT YOUR PRESENT JOB? (Enter number)

____ HOW MANY YEARS HAVE YOU WORKED IN DEPARTMENT STORE RETAILING? (Enter number)

WHERE DID YOU RECEIVE MOST OF YOUR TRAINING TO QUALIFY AS A STOCKPERSON? (check the ones most appropriate)

☐ Senior High School (secondary)
☐ Technical Institute or Area Vocational-Technical
☐ Community or Junior College
☐ Two-year Branch College
☐ Equipment Manufacturer's Training Program
☐ On the Job (Self Learned)
☐ Previous Work Experience in Other Types of Jobs
☐ Public Vocational School (secondary)
☐ Community Manpower Development Program
☐ Private Business, Trade, or Technical School or College
☐ Senior College or University
☐ Employer-Sponsored Training Program
☐ Formal Apprenticeship Program
☐ Correspondence Courses
☐ Other (please write in): ____________________

____

BACKGROUND INFORMATION

(Use this sheet if you are a Receiving Manager, not a supervisor of Receiving Manager)

INSTRUCTIONS: Please check the box opposite the one item in each section that most appropriately describes your experience.

WHAT IS YOUR JOB POSITION? (check the one that is most descriptive, regardless of actual job title used in your business)

☐ Receiving Manager
☐ Receiving Supervisor
☐ Other (please write in): ____________________
____

____ HOW MANY EMPLOYEES WORK IN THE LOCATION WHERE YOU ARE? (Enter number)
SPECIFY LOCATION, SUCH AS DEPARTMENT OR DIVISION (Please write in) ____________

INSTRUCTIONS: Please write in the blanks the number of years of work experience for each of the following questions:

____ HOW MANY YEARS HAVE YOU WORKED AT YOUR PRESENT JOB? (Enter number)
____ HOW MANY YEARS HAVE YOU WORKED IN DEPARTMENT STORE RETAILING? (Enter number)

WHERE DID YOU RECEIVE MOST OF YOUR TRAINING TO QUALIFY AS A RECEIVING MANAGER? (check the ones most appropriate)

☐ Senior High School (secondary)
☐ Technical Institute or Area Vocational-Technical
☐ Community or Junior College
☐ Two-year Branch College
☐ Equipment Manufacturer's Training Program
☐ On the Job (Self Learned)
☐ Previous Work Experience in Other Types of Jobs
☐ Public Vocational School (secondary)
☐ Community Manpower Development Program
☐ Private Business, Trade, or Technical School or College
☐ Senior College or University
☐ Employer-Sponsored Training Program
☐ Formal Apprenticeship Program
☐ Correspondence Courses
☐ Other (please write in): ____________________
____

BACKGROUND INFORMATION

(Use this sheet if you are a Receiving Clerk, not a supervisor of Receiving Clerk)

INSTRUCTIONS: Please check the box opposite the one item in each section that most appropriately describes your experience.

WHAT IS YOUR JOB POSITION? (check the one that is most descriptive, regardless of actual job title used in your business)

☐ Receiving Clerk
☐ Marker
☐ Other (please write in): ____________________
____

____ HOW MANY EMPLOYEES WORK IN THE LOCATION WHERE YOU ARE? (Enter number)
SPECIFY LOCATION, SUCH AS DEPARTMENT OR DIVISION (Please write in) ____________
____

INSTRUCTIONS: Please write in the blanks the number of years of work experience for each of the following questions:

____ HOW MANY YEARS HAVE YOU WORKED AT YOUR PRESENT JOB? (Enter number)
____ HOW MANY YEARS HAVE YOU WORKED IN DEPARTMENT STORE RETAILING? (Enter number)

WHERE DID YOU RECEIVE MOST OF YOUR TRAINING TO QUALIFY AS A RECEIVING CLERK? (check the ones most appropriate)

☐ Senior High School (secondary)
☐ Technical Institute or Area Vocational-Technical
☐ Community or Junior College
☐ Two-year Branch College
☐ Equipment Manufacturer's Training Program
☐ On the Job (Self Learned)
☐ Previous Work Experience in Other Types of Jobs
☐ Public Vocational School (secondary)
☐ Community Manpower Development Program
☐ Private Business, Trade, or Technical School or College
☐ Senior College or University
☐ Employer-Sponsored Training Program
☐ Formal Apprenticeship Program
☐ Correspondence Courses
☐ Other (please write in): ____________________
____

BACKGROUND INFORMATION

(Use this sheet if you are a Professional Salesperson, not a supervisor of Professional Salesperson)

INSTRUCTIONS: Please check the box opposite the one item in each section that most appropriately describes your experience.

WHAT IS YOUR JOB POSITION? (check the one that is most descriptive, regardless of actual job title used in your business)

☐ Professional Salesperson ☐ Other (please write in): ____________________

_____ HOW MANY EMPLOYEES WORK IN THE LOCATION WHERE YOU ARE? (Enter number)
SPECIFY LOCATION, SUCH AS DEPARTMENT OR DIVISION (Please write in) ____________

INSTRUCTIONS: Please write in the blanks the number of years of work experience for each of the following questions:

_____ HOW MANY YEARS HAVE YOU WORKED AT YOUR PRESENT JOB? (Enter number)
_____ HOW MANY YEARS HAVE YOU WORKED IN DEPARTMENT STORE RETAILING? (Enter number)

WHERE DID YOU RECEIVE MOST OF YOUR TRAINING TO QUALIFY AS A PROFESSIONAL SALESPERSON? (check the ones most appropriate)

☐ Senior High School (secondary)
☐ Technical Institute or Area Vocational-Technical
☐ Community or Junior College
☐ Two-year Branch College
☐ Equipment Manufacturer's Training Program
☐ On the Job (Self Learned)
☐ Previous Work Experience in Other Types of Jobs
☐ Public Vocational School (secondary)
☐ Community Manpower Development Program
☐ Private Business, Trade, or Technical School or College
☐ Senior College or University
☐ Employer-Sponsored Training Program
☐ Formal Apprenticeship Program
☐ Correspondence Courses
☐ Other (please write in): ____________________

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BACKGROUND INFORMATION

(Use this sheet if you are a Display Manager, not a supervisor of Display Manager)

INSTRUCTIONS: Please check the box opposite the one item in each section that most appropriately describes your experience.

WHAT IS YOUR JOB POSITION? (check the one that is most descriptive, regardless of actual job title used in your business)

☐ Display Manager
☐ Display Coordinator
☐ Other (please write in): ____________________

____ HOW MANY EMPLOYEES WORK IN THE LOCATION WHERE YOU ARE? (Enter number)
SPECIFY LOCATION, SUCH AS DEPARTMENT OR DIVISION (Please write in) ____________

INSTRUCTIONS: Please write in the blanks the number of years of work experience for each of the following questions:

____ HOW MANY YEARS HAVE YOU WORKED AT YOUR PRESENT JOB? (Enter number)
____ HOW MANY YEARS HAVE YOU WORKED IN DEPARTMENT STORE RETAILING? (Enter number)

WHERE DID YOU RECEIVE MOST OF YOUR TRAINING TO QUALIFY AS A DISPLAY MANAGER? (check the ones most appropriate)

☐ Senior High School (secondary)
☐ Technical Institute or Area Vocational-Technical
☐ Community or Junior College
☐ Two-year Branch College
☐ Equipment Manufacturer's Training Program
☐ On the Job (Self Learned)
☐ Previous Work Experience in Other Types of Jobs
☐ Public Vocational School (secondary)
☐ Community Manpower Development Program
☐ Private Business, Trade, or Technical School or College
☐ Senior College or University
☐ Employer-Sponsored Training Program
☐ Formal Apprenticeship Program
☐ Correspondence Courses
☐ Other (please write in): ____________________

BACKGROUND INFORMATION

(Use this sheet if you are a Display Helper, not a supervisor of Display Helper)

INSTRUCTIONS: Please check the box opposite the one item in each section that most appropriately describes your experience.

WHAT IS YOUR JOB POSITION? (check the one that is most descriptive, regardless of actual job title used in your business)

☐ Display Helper
☐ Display Trimmer
☐ Sign Printer
☐ Other (please write in): ____________________

____ HOW MANY EMPLOYEES WORK IN THE LOCATION WHERE YOU ARE? (Enter number)
SPECIFY LOCATION, SUCH AS DEPARTMENT OR DIVISION (Please write in) ____________

INSTRUCTIONS: Please write in the blanks the number of years of work experience for each of the following questions:

____ HOW MANY YEARS HAVE YOU WORKED AT YOUR PRESENT JOB? (Enter number)
____ HOW MANY YEARS HAVE YOU WORKED IN DEPARTMENT STORE RETAILING? (Enter number)

WHERE DID YOU RECEIVE MOST OF YOUR TRAINING TO QUALIFY AS A DISPLAY HELPER? (check the ones most appropriate)

☐ Senior High School (secondary)
☐ Technical Institute or Area Vocational-Technical
☐ Community or Junior College
☐ Two-year Branch College
☐ Equipment Manufacturer's Training Program
☐ On the Job (Self Learned)
☐ Previous Work Experience in Other Types of Jobs
☐ Public Vocational School (secondary)
☐ Community Manpower Development Program
☐ Private Business, Trade, or Technical School or College
☐ Senior College or University
☐ Employer-Sponsored Training Program
☐ Formal Apprenticeship Program
☐ Correspondence Courses
☐ Other (please write in): ____________________

BACKGROUND INFORMATION

(Use this sheet if you are a Department Manager, not a supervisor of Department Manager)

INSTRUCTIONS: Please check the box opposite the one item in each section that most appropriately describes your experience.

WHAT IS YOUR JOB POSITION? (check the one that is most descriptive, regardless of actual job title used in your business)

☐ Department Manager
☐ Sales Supervisor
☐ Other (please write in): ____________________

____ HOW MANY EMPLOYEES WORK IN THE LOCATION WHERE YOU ARE? (Enter number)
SPECIFY LOCATION, SUCH AS DEPARTMENT OR DIVISION (Please write in) ____________

INSTRUCTIONS: Please write in the blanks the number of years of work experience for each of the following questions:

____ HOW MANY YEARS HAVE YOU WORKED AT YOUR PRESENT JOB? (Enter number)
____ HOW MANY YEARS HAVE YOU WORKED IN DEPARTMENT STORE RETAILING? (Enter number)

WHERE DID YOU RECEIVE MOST OF YOUR TRAINING TO QUALIFY AS A DEPARTMENT MANAGER? (check the ones most appropriate)

☐ Senior High School (secondary)
☐ Technical Institute or Area Vocational-Technical
☐ Community or Junior College
☐ Two-year Branch College
☐ Equipment Manufacturer's Training Program
☐ On the Job (Self Learned)
☐ Previous Work Experience in Other Types of Jobs
☐ Public Vocational School (secondary)
☐ Community Manpower Development Program
☐ Private Business, Trade, or Technical School or College
☐ Senior College or University
☐ Employer-Sponsored Training Program
☐ Formal Apprenticeship Program
☐ Correspondence Courses
☐ Other (please write in): ____________________

BACKGROUND INFORMATION

(Use this sheet if you are a Credit Manager, not a supervisor of Credit Manager)

INSTRUCTIONS: Please check the box opposite the one item in each section that most appropriately describes your experience.

WHAT IS YOUR JOB POSITION? (check the one that is most descriptive, regardless of actual job title used in your business)

☐ Credit Manager

☐ Store Assistant Manager, Credit

☐ Other (please write in): ____________________

____ HOW MANY EMPLOYEES WORK IN THE LOCATION WHERE YOU ARE? (Enter number)

SPECIFY LOCATION, SUCH AS DEPARTMENT OR DIVISION (Please write in) ____________

INSTRUCTIONS: Please write in the blanks the number of years of work experience for each of the following questions:

____ HOW MANY YEARS HAVE YOU WORKED AT YOUR PRESENT JOB? (Enter number)

____ HOW MANY YEARS HAVE YOU WORKED IN DEPARTMENT STORE RETAILING? (Enter number)

WHERE DID YOU RECEIVE MOST OF YOUR TRAINING TO QUALIFY AS A CREDIT MANAGER? (check the ones most appropriate)

☐ Senior High School (secondary)
☐ Technical Institute or Area Vocational-Technical
☐ Community or Junior College
☐ Two-year Branch College
☐ Equipment Manufacturer's Training Program
☐ On the Job (Self Learned)
☐ Previous Work Experience in Other Types of Jobs
☐ Public Vocational School (secondary)
☐ Community Manpower Development Program
☐ Private Business, Trade, or Technical School or College
☐ Senior College or University
☐ Employer-Sponsored Training Program
☐ Formal Apprenticeship Program
☐ Correspondence Courses
☐ Other (please write in): ____________________

BACKGROUND INFORMATION

(Use this sheet if you are a Credit Interviewer, not a supervisor of Credit Interviewer)

INSTRUCTIONS: Please check the box opposite the one item in each section that most appropriately describes your experience.

WHAT IS YOUR JOB POSITION? (check the one that is most descriptive, regardless of actual job title used in your business)

☐ Credit Interviewer
☐ Credit Cashier
☐ Credit Receptionist
☐ Other (please write in): ____________________
____

____ HOW MANY EMPLOYEES WORK IN THE LOCATION WHERE YOU ARE? (Enter number)
SPECIFY LOCATION, SUCH AS DEPARTMENT OR DIVISION (Please write in) ____________

INSTRUCTIONS: Please write in the blanks the number of years of work experience for each of the following questions:

____ HOW MANY YEARS HAVE YOU WORKED AT YOUR PRESENT JOB? (Enter number)
____ HOW MANY YEARS HAVE YOU WORKED IN DEPARTMENT STORE RETAILING? (Enter number)

WHERE DID YOU RECEIVE MOST OF YOUR TRAINING TO QUALIFY AS A CREDIT INTERVIEWER? (check the ones most appropriate)

☐ Senior High School (secondary)
☐ Technical Institute or Area Vocational-Technical
☐ Community or Junior College
☐ Two-year Branch College
☐ Equipment Manufacturer's Training Program
☐ On the Job (Self Learned)
☐ Previous Work Experience in Other Types of Jobs
☐ Public Vocational School (secondary)
☐ Community Manpower Development Program
☐ Private Business, Trade, or Technical School or College
☐ Senior College or University
☐ Employer-Sponsored Training Program
☐ Formal Apprenticeship Program
☐ Correspondence Courses
☐ Other (please write in): ______________________
____

BACKGROUND INFORMATION

(Use this sheet if you are a Buyer, not a supervisor of Buyer)

INSTRUCTIONS: Please check the box opposite the one item in each section that most appropriately describes your experience.

WHAT IS YOUR JOB POSITION? (check the one that is most descriptive, regardless of actual job title used in your business)

☐ BUYER

☐ Other (please write in): ____________________

____

____ HOW MANY EMPLOYEES WORK IN THE LOCATION WHERE YOU ARE? (Enter number)

SPECIFY LOCATION, SUCH AS DEPARTMENT OR DIVISION (Please write in) ____________

INSTRUCTIONS: Please write in the blanks the number of years of work experience for each of the following questions:

____ HOW MANY YEARS HAVE YOU WORKED AT YOUR PRESENT JOB? (Enter number)

____ HOW MANY YEARS HAVE YOU WORKED IN DEPARTMENT STORE RETAILING? (Enter number)

WHERE DID YOU RECEIVE MOST OF YOUR TRAINING TO QUALIFY AS A BUYER? (check the ones most appropriate)

- ☐ Senior High School (secondary)
- ☐ Technical Institute or Area Vocational-Technical
- ☐ Community or Junior College
- ☐ Two-year Branch College
- ☐ Equipment Manufacturer's Training Program
- ☐ On the Job (Self Learned)
- ☐ Previous Work Experience in Other Types of Jobs
- ☐ Public Vocational School (secondary)
- ☐ Community Manpower Development Program
- ☐ Private Business, Trade, or Technical School or College
- ☐ Senior College or University
- ☐ Employer-Sponsored Training Program
- ☐ Formal Apprenticeship Program
- ☐ Correspondence Courses
- ☐ Other (please write in): ____________________

____

BACKGROUND INFORMATION

(Use this sheet if you are an Assistant Receiving Manager, not a supervisor of Assistant Receiving Manager)

INSTRUCTIONS: Please check the box opposite the one item in each section that most appropriately describes your experience.

WHAT IS YOUR JOB POSITION? (check the one that is most descriptive, regardless of actual job title used in your business)

☐ Assistant Receiving Manager
☐ Receiving Department Assistant
☐ Checker
☐ Other (please write in): ____________________
____

____ HOW MANY EMPLOYEES WORK IN THE LOCATION WHERE YOU ARE? (Enter number)
SPECIFY LOCATION, SUCH AS DEPARTMENT OR DIVISION (Please write in) ______________
____

INSTRUCTIONS: Please write in the blanks the number of years of work experience for each of the following questions:

____ HOW MANY YEARS HAVE YOU WORKED AT YOUR PRESENT JOB? (Enter number)
____ HOW MANY YEARS HAVE YOU WORKED IN DEPARTMENT STORE RETAILING? (Enter number)

WHERE DID YOU RECEIVE MOST OF YOUR TRAINING TO QUALIFY AS AN ASSISTANT RECEIVING MANAGER? (check the ones most appropriate)

☐ Senior High School (secondary)
☐ Technical Institute or Area Vocational-Technical
☐ Community or Junior College
☐ Two-year Branch College
☐ Equipment Manufacturer's Training Program
☐ On the Job (Self Learned)
☐ Previous Work Experience in Other Types of Jobs
☐ Public Vocational School (secondary)
☐ Community Manpower Development Program
☐ Private Business, Trade, or Technical School or College
☐ Senior College or University
☐ Employer-Sponsored Training Program
☐ Formal Apprenticeship Program
☐ Correspondence Courses
☐ Other (please write in): ____________________
____

BACKGROUND INFORMATION

(Use this sheet if you are an Assistant Display Manager, not a supervisor of Assistant Display Manager)

INSTRUCTIONS: Please check the box opposite the one item in each section that most appropriately describes your experience.

WHAT IS YOUR JOB POSITION? (check the one that is most descriptive, regardless of actual job title used in your business)

☐ Assistant Display Manager
☐ Display Supervisor
☐ Other (please write in): ____________________

____ HOW MANY EMPLOYEES WORK IN THE LOCATION WHERE YOU ARE? (Enter number)
SPECIFY LOCATION, SUCH AS DEPARTMENT OR DIVISION (Please write in) ____________

INSTRUCTIONS: Please write in the blanks the number of years of work experience for each of the following questions:

____ HOW MANY YEARS HAVE YOU WORKED AT YOUR PRESENT JOB? (Enter number)
____ HOW MANY YEARS HAVE YOU WORKED IN DEPARTMENT STORE RETAILING? (Enter number)

WHERE DID YOU RECEIVE MOST OF YOUR TRAINING TO QUALIFY AS AN ASSISTANT DISPLAY MANAGER? (check the ones most appropriate)

☐ Senior High School (secondary)
☐ Technical Institute or Area Vocational-Technical
☐ Community or Junior College
☐ Two-year Branch College
☐ Equipment Manufacturer's Training Program
☐ On the Job (Self Learned)
☐ Previous Work Experience in Other Types of Jobs
☐ Public Vocational School (secondary)
☐ Community Manpower Development Program
☐ Private Business, Trade, or Technical School or College
☐ Senior College or University
☐ Employer-Sponsored Training Program
☐ Formal Apprenticeship Program
☐ Correspondence Courses
☐ Other (please write in): ____________________

BACKGROUND INFORMATION

(Use this sheet if you are an Assistant Credit Manager, not a supervisor of Assistant Credit Manager)

INSTRUCTIONS: Please check the box opposite the one item in each section that most appropriately describes your experience.

WHAT IS YOUR JOB POSITION? (check the one that is most descriptive, regardless of actual job title used in your business)

☐ Assistant Credit Manager
☐ Credit Authorizer
☐ Credit Office Supervisor
☐ Other (please write in): ____________________

____ HOW MANY EMPLOYEES WORK IN THE LOCATION WHERE YOU ARE? (Enter number)
SPECIFY LOCATION, SUCH AS DEPARTMENT OR DIVISION (Please write in) ____________

INSTRUCTIONS: Please write in the blanks the number of years of work experience for each of the following questions:

____ HOW MANY YEARS HAVE YOU WORKED AT YOUR PRESENT JOB? (Enter number)
____ HOW MANY YEARS HAVE YOU WORKED IN DEPARTMENT STORE RETAILING? (Enter number)

WHERE DID YOU RECEIVE MOST OF YOUR TRAINING TO QUALIFY AS AN ASSISTANT CREDIT MANAGER? (check the ones most appropriate)

☐ Senior High School (secondary)
☐ Technical Institute or Area Vocational-Technical
☐ Community or Junior College
☐ Two-year Branch College
☐ Equipment Manufacturer's Training Program
☐ On the Job (Self Learned)
☐ Previous Work Experience in Other Types of Jobs
☐ Public Vocational School (secondary)
☐ Community Manpower Development Program
☐ Private Business, Trade, or Technical School or College
☐ Senior College or University
☐ Employer-Sponsored Training Program
☐ Formal Apprenticeship Program
☐ Correspondence Courses
☐ Other (please write in): ____________________

BACKGROUND INFORMATION

(Use this sheet if you are an Assistant Buyer, not a supervisor of Assistant Buyer)

INSTRUCTIONS: Please check the box opposite the one item in each section that most appropriately describes your experience.

WHAT IS YOUR JOB POSITION? (check the one that is most descriptive, regardless of actual job title used in your business)

☐ Assistant Buyer

☐ Other (please write in): ________________

____ HOW MANY EMPLOYEES WORK IN THE LOCATION WHERE YOU ARE? (Enter number)

SPECIFY LOCATION, SUCH AS DEPARTMENT OR DIVISION (Please write in) ____________

INSTRUCTIONS: Please write in the blanks the number of years of work experience for each of the following questions:

____ HOW MANY YEARS HAVE YOU WORKED AT YOUR PRESENT JOB? (Enter number)

____ HOW MANY YEARS HAVE YOU WORKED IN DEPARTMENT STORE RETAILING? (Enter number)

WHERE DID YOU RECEIVE MOST OF YOUR TRAINING TO QUALIFY AS AN ASSISTANT BUYER? (check the ones most appropriate)

- ☐ Senior High School (secondary)
- ☐ Technical Institute or Area Vocational-Technical
- ☐ Community or Junior College
- ☐ Two-year Branch College
- ☐ Equipment Manufacturer's Training Program
- ☐ On the Job (Self Learned)
- ☐ Previous Work Experience in Other Types of Jobs
- ☐ Public Vocational School (secondary)
- ☐ Community Manpower Development Program
- ☐ Private Business, Trade, or Technical School or College
- ☐ Senior College or University
- ☐ Employer-Sponsored Training Program
- ☐ Formal Apprenticeship Program
- ☐ Correspondence Courses
- ☐ Other (please write in): ________________

BACKGROUND INFORMATION

(Use this sheet if you are an Advertising Manager, not a supervisor of Advertising Manager)

INSTRUCTIONS: Please check the box opposite the one item in each section that most appropriately describes your experience.

WHAT IS YOUR JOB POSITION? (check the one that is most descriptive, regardless of actual job title used in your business)

☐ Advertising Manager ☐ Other (please write in): ____________________

____

____ HOW MANY EMPLOYEES WORK IN THE LOCATION WHERE YOU ARE? (Enter number)

SPECIFY LOCATION, SUCH AS DEPARTMENT OR DIVISION (Please write in) ______________

____

INSTRUCTIONS: Please write in the blanks the number of years of work experience for each of the following questions:

____ HOW MANY YEARS HAVE YOU WORKED AT YOUR PRESENT JOB? (Enter number)

____ HOW MANY YEARS HAVE YOU WORKED IN DEPARTMENT STORE RETAILING? (Enter number)

WHERE DID YOU RECEIVE MOST OF YOUR TRAINING TO QUALIFY AS AN ADVERTISING MANAGER? (check the ones most appropriate)

- ☐ Senior High School (secondary)
- ☐ Technical Institute or Area Vocational-Technical
- ☐ Community or Junior College
- ☐ Two-year Branch College
- ☐ Equipment Manufacturer's Training Program
- ☐ On the Job (Self Learned)
- ☐ Previous Work Experience in Other Types of Jobs
- ☐ Public Vocational School (secondary)
- ☐ Community Manpower Development Program
- ☐ Private Business, Trade, or Technical School or College
- ☐ Senior College or University
- ☐ Employer-Sponsored Training Program
- ☐ Formal Apprenticeship Program
- ☐ Correspondence Courses
- ☐ Other (please write in): ______________________

  ____

APPENDIX J

Supervisor Background Information Sheets for 16 Occupations in General Merchandising: Department Store

BACKGROUND INFORMATION

435

(Use this sheet if you are a SUPERVISOR of Salesperson)

INSTRUCTIONS: Please check the box opposite the one item in each section that most appropriately describes your experience.

WHAT IS YOUR PRESENT JOB POSITION? (check the one that is most descriptive, regardless of actual job title used in your business)

☐ Department Manager
☐ Assistant Department Manager
☐ Other (please write in):________________

____ HOW MANY EMPLOYEES WORK IN THE LOCATION WHERE YOU ARE? (Enter number)
SPECIFY LOCATION, SUCH AS DEPARTMENT OR DIVISION (Please write in)______________

INSTRUCTIONS: Please write in the blanks the number called for in each of the following questions:

____ ABOUT HOW MANY TOTAL YEARS OF EXPERIENCE DO YOU HAVE DIRECTLY SUPERVISING THE WORK OF SALESPERSON? (Enter number)

____ ABOUT HOW MANY RECENT GRADUATES OF JOB TRAINING PROGRAMS DID YOUR IMMEDIATE ORGANIZATION HIRE LAST YEAR FOR THIS OCCUPATION? (Enter number)

BACKGROUND INFORMATION

(Use this sheet if you are a SUPERVISOR of Stockperson)

INSTRUCTIONS: Please check the box opposite the one item in each section that most appropriately describes your experience.

WHAT IS YOUR PRESENT JOB POSITION? (check the one that is most descriptive, regardless of actual job title used in your business)

☐ Department Manager
☐ Area Head of Stock
☐ Other (please write in): ____________

____ HOW MANY EMPLOYEES WORK IN THE LOCATION WHERE YOU ARE? (Enter number)
SPECIFY LOCATION, SUCH AS DEPARTMENT OR DIVISION (Please write in) ____________

INSTRUCTIONS: Please write in the blanks the number called for in each of the following questions:

____ ABOUT HOW MANY TOTAL YEARS OF EXPERIENCE DO YOU HAVE DIRECTLY SUPERVISING THE WORK OF STOCKPERSON? (Enter number)

____ ABOUT HOW MANY RECENT GRADUATES OF JOB TRAINING PROGRAMS DID YOUR IMMEDIATE ORGANIZATION HIRE LAST YEAR FOR THIS OCCUPATION? (Enter number)

BACKGROUND INFORMATION

(Use this sheet if you are a SUPERVISOR of Receiving Manager)

INSTRUCTIONS: Please check the box opposite the one item in each section that most appropriately describes your experience.

WHAT IS YOUR PRESENT JOB POSITION? (check the one that is most descriptive, regardless of actual job title used in your business)

☐ Store Manager
☐ Manager of Merchandise Processing and Hauling
☐ Other (please write in):______________

____ HOW MANY EMPLOYEES WORK IN THE LOCATION WHERE YOU ARE? (Enter number)
SPECIFY LOCATION, SUCH AS DEPARTMENT OR DIVISION (Please write in)__________

INSTRUCTIONS: Please write in the blanks the number called for in each of the following questions:

____ ABOUT HOW MANY TOTAL YEARS OF EXPERIENCE DO YOU HAVE DIRECTLY SUPERVISING THE WORK OF RECEIVING MANAGER? (Enter number)

____ ABOUT HOW MANY RECENT GRADUATES OF JOB TRAINING PROGRAMS DID YOUR IMMEDIATE ORGANIZATION HIRE LAST YEAR FOR THIS OCCUPATION? (Enter number)

BACKGROUND INFORMATION

(Use this sheet if you are a SUPERVISOR of Receiving Clerk)

INSTRUCTIONS: Please check the box opposite the one item in each section that most appropriately describes your experience.

WHAT IS YOUR PRESENT JOB POSITION? (check the one that is most descriptive, regardless of actual job title used in your business)

☐ Receiving Manager
☐ Receiving Supervisor
☐ Assistant Receiving Manager
☐ Other (please write in): ______________
____

____ HOW MANY EMPLOYEES WORK IN THE LOCATION WHERE YOU ARE? (Enter number)
SPECIFY LOCATION, SUCH AS DEPARTMENT OR DIVISION (Please write in) ______________

INSTRUCTIONS: Please write in the blanks the number called for in each of the following questions:

____ ABOUT HOW MANY TOTAL YEARS OF EXPERIENCE DO YOU HAVE DIRECTLY SUPERVISING THE WORK OF RECEIVING CLERK? (Enter number)

____ ABOUT HOW MANY RECENT GRADUATES OF JOB TRAINING PROGRAMS DID YOUR IMMEDIATE ORGANIZATION HIRE LAST YEAR FOR THIS OCCUPATION? (Enter number)

BACKGROUND INFORMATION

(Use this sheet if you are a SUPERVISOR of Professional Salesperson)

INSTRUCTIONS: Please check the box opposite the one item in each section that most appropriately describes your experience.

WHAT IS YOUR PRESENT JOB POSITION? (check the one that is most descriptive, regardless of actual job title used in your business)

☐ Department Manager
☐ Assistant Department Manager
☐ Sales Supervisor
☐ Other (please write in): ______________
____

____ HOW MANY EMPLOYEES WORK IN THE LOCATION WHERE YOU ARE? (Enter number)
SPECIFY LOCATION, SUCH AS DEPARTMENT OR DIVISION (Please write in)____________

INSTRUCTIONS: Please write in the blanks the number called for in each of the following questions:

____ ABOUT HOW MANY TOTAL YEARS OF EXPERIENCE DO YOU HAVE DIRECTLY SUPERVISING THE WORK OF PROFESSIONAL SALESPERSON? (Enter number)

____ ABOUT HOW MANY RECENT GRADUATES OF JOB TRAINING PROGRAMS DID YOUR IMMEDIATE ORGANIZATION HIRE LAST YEAR FOR THIS OCCUPATION? (Enter number)

BACKGROUND INFORMATION

(Use this sheet if you are a SUPERVISOR of Display Manager)

INSTRUCTIONS: Please check the box opposite the one item in each section that most appropriately describes your experience.

WHAT IS YOUR PRESENT JOB POSITION? (check the one that is most descriptive, regardless of actual job title used in your business)

☐ Sales Promotion Executive
☐ Corporate Display Manager
☐ Store Manager
☐ Other (please write in): ____________________

____ HOW MANY EMPLOYEES WORK IN THE LOCATION WHERE YOU ARE? (Enter number)
SPECIFY LOCATION, SUCH AS DEPARTMENT OR DIVISION (Please write in) ______________

INSTRUCTIONS: Please write in the blanks the number called for in each of the following questions:

____ ABOUT HOW MANY TOTAL YEARS OF EXPERIENCE DO YOU HAVE DIRECTLY SUPERVISING THE WORK OF DISPLAY MANAGER? (Enter number)

____ ABOUT HOW MANY RECENT GRADUATES OF JOB TRAINING PROGRAMS DID YOUR IMMEDIATE ORGANIZATION HIRE LAST YEAR FOR THIS OCCUPATION? (Enter number)

BACKGROUND INFORMATION

(Use this sheet if you are a SUPERVISOR of Display Helper)

INSTRUCTIONS: Please check the box opposite the one item in each section that most appropriately describes your experience.

WHAT IS YOUR PRESENT JOB POSITION? (check the one that is most descriptive, regardless of actual job title used in your business)

☐ Display Manager
☐ Display Supervisor
☐ Assistant Display Manager
☐ Other (please write in): ____________________

____ HOW MANY EMPLOYEES WORK IN THE LOCATION WHERE YOU ARE? (Enter number)
SPECIFY LOCATION, SUCH AS DEPARTMENT OR DIVISION (Please write in) ____________

INSTRUCTIONS: Please write in the blanks the number called for in each of the following questions:

____ ABOUT HOW MANY TOTAL YEARS OF EXPERIENCE DO YOU HAVE DIRECTLY SUPERVISING THE WORK OF DISPLAY HELPER? (Enter number)

____ ABOUT HOW MANY RECENT GRADUATES OF JOB TRAINING PROGRAMS DID YOUR IMMEDIATE ORGANIZATION HIRE LAST YEAR FOR THIS OCCUPATION? (Enter number)

BACKGROUND INFORMATION

(Use this sheet if you are a SUPERVISOR of Department Manager)

INSTRUCTIONS: Please check the box opposite the one item in each section that most appropriately describes your experience.

WHAT IS YOUR PRESENT JOB POSITION? (check the one that is most descriptive, regardless of actual job title used in your business)

☐ Store Manager
☐ Division Merchandise Manager
☐ Store Operations Manager
☐ Other (please write in): ________________

____ HOW MANY EMPLOYEES WORK IN THE LOCATION WHERE YOU ARE? (Enter number)
SPECIFY LOCATION, SUCH AS DEPARTMENT OR DIVISION (Please write in) ____________

INSTRUCTIONS: Please write in the blanks the number called for in each of the following questions:

____ ABOUT HOW MANY TOTAL YEARS OF EXPERIENCE DO YOU HAVE DIRECTLY SUPERVISING THE WORK OF DEPARTMENT MANAGER? (Enter number)

____ ABOUT HOW MANY RECENT GRADUATES OF JOB TRAINING PROGRAMS DID YOUR IMMEDIATE ORGANIZATION HIRE LAST YEAR FOR THIS OCCUPATION? (Enter number)

BACKGROUND INFORMATION

(Use this sheet if you are a SUPERVISOR of Credit Manager)

INSTRUCTIONS: Please check the box opposite the one item in each section that most appropriately describes your experience.

WHAT IS YOUR PRESENT JOB POSITION? (check the one that is most descriptive, regardless of actual job title used in your business)

☐ Store Manager

☐ Controller

☐ Other (please write in): ____________________

____ HOW MANY EMPLOYEES WORK IN THE LOCATION WHERE YOU ARE? (Enter number)
SPECIFY LOCATION, SUCH AS DEPARTMENT OR DIVISION (Please write in) ____________

INSTRUCTIONS: Please write in the blanks the number called for in each of the following questions:

____ ABOUT HOW MANY TOTAL YEARS OF EXPERIENCE DO YOU HAVE DIRECTLY SUPERVISING THE WORK OF CREDIT MANAGER? (Enter number)

____ ABOUT HOW MANY RECENT GRADUATES OF JOB TRAINING PROGRAMS DID YOUR IMMEDIATE ORGANIZATION HIRE LAST YEAR FOR THIS OCCUPATION? (Enter number)

BACKGROUND INFORMATION

if you are a SUPERVISOR of Credit Interviewer)

lease check the box opposite the one item in each section that most
ppropriately describes your experience.

RESENT JOB POSITION? (check the one that is most descriptive, regardless of actual job title used in your business)

Manager
Authorizer
tant Credit Manager
☐ Other (please write in): ____________

____ MANY EMPLOYEES WORK IN THE LOCATION WHERE YOU ARE? (Enter number)
SPECIFY LOCATION, SUCH AS DEPARTMENT OR DIVISION (Please write in) ____________

IONS: Please write in the blanks the number called for in each of the following questions:

____ OUT HOW MANY TOTAL YEARS OF EXPERIENCE DO YOU HAVE DIRECTLY SUPERVISING THE K OF CREDIT INTERVIEWER? (Enter number)

T HOW MANY RECENT GRADUATES OF JOB TRAINING PROGRAMS DID YOUR IMMEDIATE NIZATION HIRE LAST YEAR FOR THIS OCCUPATION? (Enter number)

BACKGROUND INFORMATION

(Use this sheet if you are a SUPERVISOR of Buyer)

INSTRUCTIONS: Please check the box opposite the one item in each section that most appropriately describes your experience.

WHAT IS YOUR PRESENT JOB POSITION? (check the one that is most descriptive, regardless of actual job title used in your business)

☐ Merchandise Manager

☐ Store Manager

☐ Other (please write in): ______________

____ HOW MANY EMPLOYEES WORK IN THE LOCATION WHERE YOU ARE? (Enter number)
SPECIFY LOCATION, SUCH AS DEPARTMENT OR DIVISION (Please write in) ______________

INSTRUCTIONS: Please write in the blanks the number called for in each of the following questions:

____ ABOUT HOW MANY TOTAL YEARS OF EXPERIENCE DO YOU HAVE DIRECTLY SUPERVISING THE WORK OF BUYER? (Enter number)

____ ABOUT HOW MANY RECENT GRADUATES OF JOB TRAINING PROGRAMS DID YOUR IMMEDIATE ORGANIZATION HIRE LAST YEAR FOR THIS OCCUPATION? (Enter number)

BACKGROUND INFORMATION

(Use this sheet if you are a SUPERVISOR of Assistant Receiving Manager)

INSTRUCTIONS: Please check the box opposite the one item in each section that most appropriately describes your experience.

WHAT IS YOUR PRESENT JOB POSITION? (check the one that is most descriptive, regardless of actual job title used in your business)

☐ Receiving Manager
☐ Receiving Supervisor
☐ Other (please write in): ____________________
____

____ HOW MANY EMPLOYEES WORK IN THE LOCATION WHERE YOU ARE? (Enter number)
SPECIFY LOCATION, SUCH AS DEPARTMENT OR DIVISION (Please write in) ____________

INSTRUCTIONS: Please write in the blanks the number called for in each of the following questions:

____ ABOUT HOW MANY TOTAL YEARS OF EXPERIENCE DO YOU HAVE DIRECTLY SUPERVISING THE WORK OF ASSISTANT RECEIVING MANAGER? (Enter number)

____ ABOUT HOW MANY RECENT GRADUATES OF JOB TRAINING PROGRAMS DID YOUR IMMEDIATE ORGANIZATION HIRE LAST YEAR FOR THIS OCCUPATION? (Enter number)

BACKGROUND INFORMATION

(Use this sheet if you are a SUPERVISOR OF Assistant Display Manager)

INSTRUCTIONS: Please check the box opposite the one item in each section that most appropriately describes your experience.

WHAT IS YOUR PRESENT JOB POSITION? (check the one that is most descriptive, regardless of actual job title used in your business)

☐ Display Manager
☐ Display Coordinator
☐ Other (please write in): ____________________

____ HOW MANY EMPLOYEES WORK IN THE LOCATION WHERE YOU ARE? (Enter number)
SPECIFY LOCATION, SUCH AS DEPARTMENT OR DIVISION (Please write in) ____________

INSTRUCTIONS: Please write in the blanks the number called for in each of the following questions:

____ ABOUT HOW MANY TOTAL YEARS OF EXPERIENCE DO YOU HAVE DIRECTLY SUPERVISING THE WORK OF ASSISTANT DISPLAY MANAGER? (Enter number)

____ ABOUT HOW MANY RECENT GRADUATES OF JOB TRAINING PROGRAMS DID YOUR IMMEDIATE ORGANIZATION HIRE LAST YEAR FOR THIS OCCUPATION? (Enter number)

BACKGROUND INFORMATION

(Use this sheet if you are a SUPERVISOR of Assistant Credit Manager)

INSTRUCTIONS: Please check the box opposite the one item in each section that most appropriately describes your experience.

WHAT IS YOUR PRESENT JOB POSITION? (check the one that is most descriptive, regardless of actual job title used in your business)

☐ Credit Manager

☐ Store Assistant Manager, Credit

☐ Other (please write in):________________

____ HOW MANY EMPLOYEES WORK IN THE LOCATION WHERE YOU ARE? (Enter number)
SPECIFY LOCATION, SUCH AS DEPARTMENT OR DIVISION (Please write in)______________

INSTRUCTIONS: Please write in the blanks the number called for in each of the following questions:

____ ABOUT HOW MANY TOTAL YEARS OF EXPERIENCE DO YOU HAVE DIRECTLY SUPERVISING THE WORK OF ASSISTANT CREDIT MANAGER? (Enter number)

____ ABOUT HOW MANY RECENT GRADUATES OF JOB TRAINING PROGRAMS DID YOUR IMMEDIATE ORGANIZATION HIRE LAST YEAR FOR THIS OCCUPATION? (Enter number)

BACKGROUND INFORMATION

(Use this sheet if you are a SUPERVISOR of Assistant Buyer)

INSTRUCTIONS: Please check the box opposite the one item in each section that most appropriately describes your experience.

WHAT IS YOUR PRESENT JOB POSITION? (check the one that is most descriptive, regardless of actual job title used in your business)

☐ Buyer
☐ Store Manager
☐ Merchandise Manager
☐ Other (please write in): ________________

____ HOW MANY EMPLOYEES WORK IN THE LOCATION WHERE YOU ARE? (Enter number)
SPECIFY LOCATION, SUCH AS DEPARTMENT OR DIVISION (Please write in) ____________

INSTRUCTIONS: Please write in the blanks the number called for in each of the following questions:

____ ABOUT HOW MANY TOTAL YEARS OF EXPERIENCE DO YOU HAVE DIRECTLY SUPERVISING THE WORK OF ASSISTANT BUYER? (Enter number)

____ ABOUT HOW MANY RECENT GRADUATES OF JOB TRAINING PROGRAMS DID YOUR IMMEDIATE ORGANIZATION HIRE LAST YEAR FOR THIS OCCUPATION? (Enter number)

BACKGROUND INFORMATION

(Use this sheet if you are a SUPERVISOR of Advertising Manager)

INSTRUCTIONS: Please check the box opposite the one item in each section that most appropriately describes your experience.

WHAT IS YOUR PRESENT JOB POSITION? (check the one that is most descriptive, regardless of actual job title used in your business)

☐ Store Manager

☐ Sales Promotion Executive

☐ Other (please write in):________________

____ HOW MANY EMPLOYEES WORK IN THE LOCATION WHERE YOU ARE? (Enter number)
SPECIFY LOCATION, SUCH AS DEPARTMENT OR DIVISION (Please write in)_____________

INSTRUCTIONS: Please write in the blanks the number called for in each of the following questions:

____ ABOUT HOW MANY TOTAL YEARS OF EXPERIENCE DO YOU HAVE DIRECTLY SUPERVISING THE WORK OF ADVERTISING MANAGER? (Enter number)

____ ABOUT HOW MANY RECENT GRADUATES OF JOB TRAINING PROGRAMS DID YOUR IMMEDIATE ORGANIZATION HIRE LAST YEAR FOR THIS OCCUPATION? (Enter number)

APPENDIX K

An Example of a Comments and Suggestions Sheet

THANK YOU FOR YOUR COOPERATION - NOW WE WOULD LIKE TO GET YOUR REACTION:

This page provides an opportunity for you to give us your comments and suggestions. Your judgment and recommendations will be important information for our evaluation of this survey of job performance activities. Feel free to comment at any point.

Please read each of the seven statements below. Circle the symbol on the right which best describes your feelings about each statement. These symbols are defined as follows:

SA = Strongly Agree

A = Agree

U = Undecided

D = Disagree

SD = Strongly Disagree

1. The description of the occupation being surveyed seemed to include most of my present job assignment. SA A U D SD
2. The general form of the questionnaire seemed reasonably simple and easy to complete. SA A U D SD
3. I feel reasonably certain that my ratings indicate fairly accurately what I do on my job. SA A U D SD
4. I found it reasonably easy to think of my work in terms of the tasks listed in the questionnaire. SA A U D SD
5. The instructions for answering the questions about each task were reasonably clear and understandable. SA A U D SD
6. The statements of the work tasks were reasonably clear and accurate, at least for the ones that are part of my job. SA A U D SD
7. This survey seems to be a good way to describe what workers do in this occupation. SA A U D SD

Please recommend any improvements or corrections for this survey questionnaire in the space below.

APPENDIX L

Human Subject Committee Approval

Protocol No. 78B 095

Original Review ☒
Continuing Review ☐

THE OHIO STATE UNIVERSITY

RESEARCH INVOLVING HUMAN SUBJECTS

PROPOSED USE OF HUMAN SUBJECTS: ACTION OF THE REVIEW COMMITTEE

The Behavioral & Social Sciences Review Committee has taken the following action:

✓ 1. Approve

___ 2. Approve with Conditions

___ 3. Disapprove

with regard to the employment of human subjects in the proposed research entitled: Experimentation and Further Validation of the IDECC Competency Based Instructional Approach in Adult, Post-Secondary, Secondary, and Teacher-Education.

Terry M. Williams is listed as the principal
119 Townshend, 1885 Neil Ave Mall
investigator.

The conditions, if any, are attached and are signed by the committee chairperson and by the principal investigator. If disapproved, the reasons are attached and are signed by the committee chairperson.

It is the responsibility of the principal investigator to retain a copy of ***each*** *signed consent form for at least four (4) years beyond the termination of the subject's participation in the proposed activity. Should the principal investigator leave the University, signed consent forms are to be transferred to the Human Subject Review Committee for the required retention period.*

Date March 10, 1978 Signed ____________________
(Chairperson)

PA-025

APPENDIX M

Letter to IDECC Representatives

December 22, 1977

Dear IDECC Representative:

A recently funded USOE project has provided us an opportunity to revalidate and update our task inventory for department store occupations. As the task list is the base for the entire IDECC system, it is extremely important that the list be accurate, current, and geographically representative. To help assure validity, we plan to survey department stores in most of our member states. It should be quite evident that, with limited available funding, we will be dependent on your cooperation and assistance.

To meet our goal of 500 completed survey sets (a set includes one employee and one supervisor questionnaire), approximately 25 will be needed from each member state. With your support, the goal can be reached within budget constraints. We are proposing, therefore, that each member state accept responsibility for the completion of 25 survey sets. In most instances, this responsibility could be delegated to individual teachers--asking each teacher to spend one to two hours with local department store personnel.

The time-line for this project might allow you to meet with participating teachers at your state DECA conference. Survey forms could be distributed at that time and any questions/concerns discussed. We will provide return envelopes for direct mail-back to our office--eliminating any additional processing on your part. Finally, IDECC will offer each participating teacher a free copy of the new (Advertising Services and Finance and Credit) DECA/IDECC competency lists as a token of our appreciation.

I'm certain you will agree the revalidation is a significant forward step for IDECC. Your support is extremely important if the results are to be representative of department stores across the nation. Please return the enclosed form at your earliest convenience! Many thanks.

Sincerely,

James R. Gleason
Interim Director

JRG:TMG

APPENDIX N

Distributive Education State Supervisor/Teacher Educator Instructions for Assigning and Distributing Task Inventory Questionnaires

DISTRIBUTIVE EDUCATION STATE SUPERVISOR/TEACHER EDUCATION INSTRUCTIONS FOR ASSIGNING AND DISTRIBUTING TASK INVENTORY QUESTIONNAIRES

If at all possible, all local administrators (i.e. teacher-coordinators and collegiate students) should be gathered together at one central location for a brief meeting to distribute the Task Inventory Questionnaires and review the administration instructions. It is important that the local administrators of the task surveys understand what is being done and the reasons for it. This meeting should be held at the time the survey questionnaires are to be assigned and distributed.

1. An assignment sheet has been provided to insure proper records concerning the distribution of the Task Inventory Questionnaires. Complete the assignment sheet by filling in Teacher's (Student's) Name, School Address, City, Zip Code, and Telephone Number of the teacher or collegiate student who will receive a set of task surveys.

2. The Task Inventory Questionnaire should be distributed based on the completed assignment sheet. This is the proper time to determine if the occupation on the set of booklets is appropriate for local survey situations. (e.g. A teacher receives a set of booklets for Assistant Display Manager; however, the teacher is located in a small rural community with a small department store. The teacher feels that this assignment is inappropriate and requests another set of booklets for a more suitable occupation.) IT IS EXTREMELY IMPORTANT THAT THE ASSIGNED SET OF BOOKLETS REPRESENT AN APPROPRIATE OCCUPATION FOR LOCAL SURVEY SITUATIONS.

   Also, it is very important that the task surveys received by the teachers or collegiate students are double checked against the assignment sheet. Specifically, please check the task booklets numbers on the booklets and assignment sheet to insure that proper distribution has been achieved.

3. Written instructions have been attached to each set of survey booklets. It is important to review each of the instructions with the teachers or collegiate students. The instructions entitled "INFORMATION AND GUIDANCE TO HELP IN THE LOCAL ADMINISTRATION OF TASK INVENTORY QUESTIONNAIRES" and "DIRECTIONS FOR IDENTIFYING EMPLOYEES/SUPERVISORS TO BE ASKED TO COMPLETE A QUESTIONNAIRE," have been attached to your instructions for review prior to the teacher or collegiate student meeting. The information should provide the necessary answers concerning the survey process; however, if you have additional questions or concerns, feel free to contact Dr. Terry M. Williams at the IDECC Project Office by calling collect at (614) 486-6345.

   PLEASE EMPHASIZE THE IMPORTANCE OF ACCURACY AND COMPLETENESS IN ADMINISTRATION OF THE TASK INVENTORY QUESTIONNAIRES AND THAT THE DEADLINE IS APRIL 15, 1978.

4. After the teacher or collegiate student meeting, please return the completed assignment sheet in the self-addressed stamped white envelope which has been provided. You should make a copy of the assignment sheet prior to mailing as insurance against loss in the mail.

5. WE THANK YOU FOR YOUR PARTICIPATION IN THIS SURVEY.

APPENDIX O

Information and Guidance to Help in the Local Administration of Task Inventory Questionnaires

INFORMATION AND GUIDANCE TO HELP IN THE LOCAL ADMINISTRATION OF TASK INVENTORY QUESTIONNAIRES

1. Identifying Employees/Supervisors to Answer the Questionnaire
   Persons selected to answer the Task Inventory Questionnaire should be selected based on the attached sheet entitled, "DIRECTIONS FOR IDENTIFYING EMPLOYEES/SUPERVISORS TO BE ASKED TO COMPLETE A QUESTIONNAIRE ON THE TASKS OF DEPARTMENT STORE."

2. Type of Locations to be Surveyed
   The employees/supervisors selected to answer the questionnaires must be employed in the area of Department Store.

3. Purpose of the Task Inventory Questionnaire
   Each questionnaire respondent, as well as each department store offical contacted, should be informed of the purpose of the Task Inventory Questionnaire. The following comments are provided for your possible use in telling employers of the purpose of this data-collection effort:

   > The purpose of this questionnaire is to identify what job tasks are relevant to the occupation being surveyed. This information will be used in a curriculum project to identify the extent to which each task is relevant to that occupation, serving as one basis for assuring that training is directed at the more relevant tasks.
   >
   > A composite of two questionnaires for that occupation will be used as the basis for determining which task skills are now performed and expected of employees. This composite will represent a cross-section from various geographical locations and department stores.
   >
   > The problem is not a simple one on which to obtain concensus. Each job position has its own set of requirements and assignments. The questionnaires will be analyzed to identify significant parts of each occupation.

4. Time-Saving Features
   There are several time-saving features built into this questionnaire. It may be useful to tell participating employers of these, to assure them that we were aware of the value of their time.

   a. Questions on background information are kept to a minimum absolutely necessary to this survey.

   b. By use of prepared listings of tasks for an occupation, the employee is only asked to recognize each task, and not have to try and recall each work activity. Recognition is far faster and more complete than is recall.

   c. Answers to each task statement need to be given simply by circling a number or by checking an item.

5. Assurance of Confidentiality
   There should be no penalty for giving an honest answer, or for refusing to answer a particular item (or even the whole questionnaire, if that should occur). In no way should the respondent's higher management levels be informed that a person "failed to cooperate." Even the nature of the individual answers should be kept confidential; in no way should they serve to embarrass or harass the respondents.

To help accomplish this, the completed employee and supervisor questionnaires should be placed in the large manilla envelope provided, and sealed. The sealed envelope should then be returned to the IDECC Project Office. It is doubtful that the questionnaire seeks any sensitive information, but the caution seems useful to assure that we do not inadvertently create a problem.

6. Assurance of Voluntary Participation
   Each employee always has the right to refuse to answer a particular item on the questionnaire. Please be sure to inform each one of this option, but do so in a way that does not encourage them to omit answers very often. Discretely tell them of their right, but stress the need for their experienced judgments.

7. Review of Completed Questionnaires
   There is a need for you to check that the questions have in fact been answered. The following guidelines are suggested for doing this review and for responding to discrepancies:

   a. Scan each answer section, including the Background Information page, to determine whether answers were generally given to all tasks listed.

   b. If it appears that the employee/supervisor chose not to provide a reasonably complete set of answers, either contact that person again and try to get continued effort on it, or find a person in a comparable type of firm to complete another questionnaire.

   c. If the answers are complete but represent nonsensical garbage, accept them without comments. Note your evaluation on the outside of the return envelope. DO NOT CONVEY THIS INFORMATION TO THE EMPLOYER. Then, contact a person in some comparable type of department store occupation to obtain a complete and meaningful set of responses.

      If additional questionnaires are needed contact the IDECC Project Office immediately by returning the original booklets in the self-addressed stamped envelope which has been provided with a note requesting additional booklets.

8. Extra Questionnaires
   If additional copies of the Task Inventory Questionnaires are needed contact The IDECC Project Office at the following address:

   IDECC Project Office
   1166 Chesapeake Avenue
   Columbus, Ohio 43212

   Telephone: (614) 486-6345

9. Returning Completed Questionnaires
   THE TASK INVENTORY QUESTIONNAIRES SHOULD BE COMPLETED AND RETURNED BY APRIL 15, 1978. As the completed worker and supervisor questionnaires are returned to you, place the set of questionnaires in the self-addressed, stamped envelope and seal. Mail the envelope to The IDECC Project Office.

   You have then completed your responsibilities in collecting the task data for the department store occupation.

10. Feedback on Problems Encountered
    Please note any significant problems encountered in administering the questionnaires and inform us by letter after your work is done. This feedback will help us to assess the need for procedural changes to yield

effective and efficient data-gathering processes in the future.

11. Showing Appreciation to Respondents
Each local administrator of these questionnaires may want to indicate specific means of showing appreciation to employers cooperating with this study. Some excellent procedures that have been used in the past have been to send to each person a commendatory letter or a printed certificate of appreciation for participating in the study. The IDECC Project Office will supply certificates to you to present to the workers/supervisors upon request.

12. WE THANK YOU FOR YOUR PARTICIPATION IN THIS STUDY.

APPENDIX P

Directions for Identifying Respondents to Complete Task Inventory Questionnaires

DIRECTIONS FOR IDENTIFYING EMPLOYEES/SUPERVISORS TO BE ASKED TO COMPLETE A QUESTIONNAIRE ON THE TASKS OF DEPARTMENT STORE

1. Employees selected to answer the Task Inventory Questionnaire should be employed full-time in the occupation presented on the cover of the task questionnaire. In some cases, additional occupational titles which would be acceptable employees to survey may be listed on the background information page of the questionnaire.

   Example of Occupational Title on Cover Page:

   (Booklet for Salesperson)

   Employees should have at least two years work experience in the occupation being surveyed. Try to avoid surveying employees with less than two years of job experience.

2. Supervisors selected to answer the Task Inventory Questionnaire should be those persons who organizationally are located immediately above the type of employee described in the employee booklet. They need not be the immediate supervisor of the particular employee selected, but should normally supervise the work of that type of employee. It is preferred that the supervisor have at least two years of recent experience supervising a number of employees of the type being surveyed.

   In some cases, occupational titles of supervisors for the type of employee being surveyed are listed on the background information page of the booklet for supervisor.

   Example of Occupational Title on Cover Page:

   (Booklet for Supervisor of Salesperson)

APPENDIX Q

Cross Reference of Task Statements with Existing IDECC Competencies

CROSS REFERENCE OF TASK STATEMENTS WITH EXISTING IDECC COMPETENCIES

ADVERTISING	IDECC Competencies
1. Allocate advertising space to departments.	044, 053, 091, 417, 455
2. Analyze the relative cost of advertising in various media.	007
3. Answer customer questions concerning advertised merchandise.	060, 065, 075
4. Check advertising proofs for omissions and for necessary corrections and additions.	005, 049
5. Compare in-the-store sales promotion activities with national or chain advertising.	052, 018*
6. Consult with display personnel to coordinate promotional activities.	041, 069, 071, 210, 260
7. Consult with newspaper advertising departments to develop advertisements.	
8. Contract with newspaper advertising departments to develop advertisements.	
9. Design advertising insert for mailings.	054
10. Design seasonal catalog.	
11. Design special events catalog.	009
12. Determine advertising policy.	001, 011, 061, 064, 066, 068, 073
13. Determine merchandise to be advertised.	016, 045
14. Determine special event for store-wide promotion.	088
15. Determine type face (style) for advertisement.	059, 035*
16. Develop advertisement layout.	034, 055
17. Distribute advertisements (tear sheets) in store.	509
18. Distribute free samples of merchandise.	077

19. Elicit funds from supplier for sharing costs of advertisements.	
20. Establish premium merchandising program (e.g. coupons, trading stamps).	021, 022, 076
21. Evaluate the effectiveness of past advertising in terms of sales and costs.	015, 046, 074
22. Evaluate the effectiveness of various advertising media for merchandise being advertised.	020, 040
23. Explain merchandise when distributing free samples.	SEE TASK AD TASK: 018
24. File competitor's advertisements.	
25. File own store advertisements.	
26. Inform customer of the location of advertised merchandise within a store.	042, 048, 826
27. Inform personnel of sales promotion activities.	038
28. Negotiate advertising contract with media firm.	
29. Negotiate contract with advertising agency.	
30. Post copy of advertisement for salespeople's information.	SEE AD TASK: 017
31. Prepare an advertising budget.	010, 047, 082
32. Prepare an advertising schedule.	014, 063, 418, 454 AND SEE AD TASK: 031
33. Read newspaper advertisements of competitors.	062, 072
34. Read newspaper advertisements of own store.	003, 039, 070, SEE AD TASK 033
35. Review proof of advertisement for corrections and adjustments.	SEE AD TASK: 004
36. Review television or radio advertisement for corrections and adjustments.	

37. Select advertising media.	002, 051, 057
38. Select an advertisement illustration.	006, 019
39. Select merchandise mat for advertisement.	
40. Shop competitor's advertised merchandise.	004, 050, 546
41. Sketch illustration for advertisement.	058
42. Submit advertisement to management for corrections and adjustments.	
43. Submit advertisement to management for approval.	
44. Write advertising copy.	017, 043, 056, 092, 131
45. Write news release for publicity purposes.	013, 024
COMMUNICATIONS	
46. Answer customer inquiries concerning merchandise.	808, 919, 922, 950
47. Answer customer inquiries concerning service of the store.	067, 116, 899, 957
48. Arrange for telephone training for employees.	
49. Attend meeting of trade association to learn trends and advanced methods in business operations.	148, 334, 663
50. Compliment employees for achievements.	265
51. Convey management directions and instructions to employees.	139
52. Determine content of company newspaper.	
53. Determine methods for assigning duties.	100, 109

54. Determine methods for delegating authority.	SEE CO TASK: 053
55. Determine the situation in which to use either a technical or commonly understood language.	101, 164
56. Develop descriptive phrases to be used in selling merchandise.	120, 123, 132, 155
57. Explain business policy to new customers.	117, 108*
58. Explain business policy to new employees.	SEE CO TASK: 057
59. Explain business policy to new vendors.	SEE CO TASK: 057
60. Explain employee problem to management.	124
61. Explain form or report.	094
62. Explain monthly billing statement to customer.	118, 136
63. Give oral directions to customer.	111, 122, 161
64. Keep the public aware of the business image.	105
65. Notify employees of new policy or procedure.	106
66. Read company newsletter.	146
67. Read publications of trade association to learn trends and advanced methods in business operation.	110, 149, 435, 581
68. Report to management the progress of a department, system, or function within store.	129, 141, 160, 168
69. Submit suggestions to management.	93, 102
70. Teach telephone training to employees.	
71. Translate technical words concerning an item of merchandise into the customer's language.	143

72.	Use customer's name during a sale.	862
73.	Use gestures when communicating.	166
74.	Write article for company newsletter.	
75.	Write business letter.	095, 133
76.	Write purchase order.	126, 439
DISPLAY		
77.	Adjust display lighting.	218
78.	Answer customer request for merchandise on display.	194
79.	Approve a display.	255
80.	Attend a trade show of display supplies, fixtures, and equipment.	254
81.	Clean and straighten display window.	252
82.	Clean and straighten interior display.	177, 958
83.	Clean display shop.	
84.	Construct background pieces.	226, 215*
85.	Consult with management concerning display theme.	SEE DI TASK: 090
86.	Cover displays.	
87.	Decorate a store department.	242

88. Design display arrangement for special event.	200, 201, 202, 212, 251
89. Design sign for a display.	SEE DI TASK: 100
90. Determine schedule for display.	175, 184, 213
91. Determine backgroud for a display.	182
92. Determine the space allotment for a display.	196, 250, 791
93. Dismantle a window display.	211, 233
94. Dismantle an interior display.	SEE DI TASK: 093
95. Dress a mannequin.	193, 217
96. Gather equipment for setting up displays.	
97. Group related merchandise for use in a display.	223, 805, 838, 894
98. Identify display aids provided by a manufacturer.	188, 221, 257
99. Inspect a display for corrections and adjustments.	
100. Letter a sign.	181, 227
101. Obtain suggestions for a display.	220
102. Organize materials and equipment in the display shop.	192
103. Pick up merchandise for display personnel.	
104. Place price cards in an interior display.	180, 225
105. Place price cards in a window display.	SEE DI TASK: 104

106. Press clothing.	176
107. Rearrange interior display from which merchandise has been sold.	207
108. Record the merchandise loaned to the display department.	
109. Request approval for a display.	SEE DI TASK: 079
110. Request interior and/or exterior display for department.	256
111. Request printing of point-of-sale signs.	173
112. Return display fixtures and supplies to display shop.	
113. Return displayed merchandise to appropriate department.	253
114. Select color scheme for a display.	179, 228, 246
115. Select display fixtures.	174, 183, 224, 231, 258
116. Select display-lighting.	185
117. Select in-store locations for displays.	187, 245, 497
118. Select merchandise for displays.	208, 247, 249
119. Select the arrangement of merchandise for a display.	178, 189, 190
120. Select theme for a display.	186, 229, AND SEE DI TASK: 090
121. Set up a display.	191, 198, 203, 205, 206, 209, 216, 230*
122. Set up a trial display.	SEE DI TASK: 121
123. Sketch a promotional display.	214

124. Sketch a self-service display.	195, 239, 248 SEE DI TASK: 123
125. Sketch an institutional display.	241 SEE DI TASK: 123
126. Water live plants.	
127. Write copy for a sign or card.	121, 172, 232
MERCHANDISING	
128. Adjust merchandise price based upon competitive market conditions.	
129. Analyze merchandise plan for predicted versus actual sales performance.	376, 393, 407, 458
130. Analyze past sales records for planning future sales and purchases.	428, 470, 399*, 459*
131. Analyze stock-on-hand before ordering merchandise.	436, 484
132. Analyze stock-on-order before ordering additional merchandise.	SEE ME TASK: 131
133. Analyze the effects of market conditions on the business.	SEE ME TASK: 131
134. Analyze want slips to determine customer needs and wants.	434, 488
135. Approve payment of bill for purchased merchandise.	486
136. Calculate trade discount offered by supplier.	365
137. Calculate quantity discount offered by supplier.	SEE ME TASK: 136
138. Check merchandise for spoilage or damage.	634, 784
139. Choose between various styles, qualities, and prices when buying merchandise for a particular classification.	469
140. Compare merchandise costs, transportation rates, and discounts when buying merchandise.	468

141.	Compare qualities, styles, and prices when buying merchandise for a classification.	440
142.	Compute markup percent.	364
143.	Determine cost of merchandise to a store.	420
144.	Determine open-to-buy based upon merchandise plan.	369, 391, 429, 443
145.	Determine retail selling price of merchandise.	375, 392, 489
146.	Determine the most beneficial dating terms when buying merchandise.	409, 411, 465
147.	Determine the most beneficial discounts when buying merchandise.	SEE ME TASK: 146
148.	Develop a business price-line structure.	396
149.	Establish pricing policy.	397, 460
150.	Establish the business' policies and procedures for changing retail prices up or down.	406
151.	Establish unit inventory control system.	427, 490
152.	Estimate merchandise market value before buying merchandise.	
153.	Estimate merchandise salability before buying merchandise.	
154.	Hire a resident buyer.	425, 456
155.	Identify competitive conditions in the market area which the business serves.	438
156.	Identify federal and state laws applicable to pricing.	398
157.	Inspect prices on merchandise for accuracy after price changes.	494
158.	Locate a buying office.	SEE ME TASK: 154

159. Locate supplier or manufacturer of desired merchandise.	402, 477
160. Order basic stock.	423, 433, 446, 447
161. Order merchandise based upon customer requests.	404, 464
162. Order merchandise to back up advertisements.	
163. Predict trends in price lines, colors, styles, sizes, etc., from unit control records.	415, 451, 467
164. Report information from unit inventory control system to buyer.	476
165. Reprice spoiled or damaged merchandise.	SEE ME TASK: 138
166. Request market information from manufacturer representative.	491
167. Set item prices to reflect seasonal price changes.	432
168. Set up delivery schedule for basic stock.	
169. Set up model stock plans.	408, 453
170. Set up inventory based on cost method.	421, 461, 549
171. Set up inventory based on retail method.	SEE ME TASK: 170, AND 422, 448
172. Write a purchase order.	DUPLICATE-SEE CO TASK 076
173. Write merchandise order cancellation.	
OPERATIONS	
174. Administer employment test to job applicant.	
175. Analyze a credit application to determine acceptance or rejection according to store requirements.	685

176. Analyze accounts for credit bureau.	594, 687
177. Analyze employment test completed by job applicant.	
178. Analyze job application form or personal resume of job applicant.	
179. Analyze local economic factors for their potential influence on the business.	613, 674, 716
180. Analyze national economic factors for their potential influence on the business.	REFER TO OP TASK: 179
181. Analyze profit and loss statement.	352, 372
182. Analyze the data in charts and graphs.	367
183. Approve customer check for cashing.	621, 775
184. Arrange extension of time for paying account.	
185. Assess performance of assistant manager (or supervisor) trainee.	
186. Assess various methods of training available for particular employee training needs.	104, 607, 690
187. Attach price tickets on merchandise.	645, 709
188. Assign regular duties to employee.	SEE CO TASK: 053
189. Assign special duties to employee.	SEE CO TASK: 053
190. Authorize claim for shortage or damage.	
191. Calculate gross margin.	350
192. Calculate net sales.	349
193. Calculate operating profit.	395, 785

194. Calculate personnel turnover rate.	
195. Calculate profit margin.	
196. Calculate stock-to-sales ratio.	373
197. Calculate stock turnover.	380
198. Cash customer check.	
199. Change charge address for customer.	
200. Check received merchandise on selling floor.	638, 708
201. Check received merchandise off a packing slip.	SEE OP TASK: 200
202. Clear empty cases and cartons from aisles.	777
203. Close credit account.	
204. Compare business operation with similar businesses.	694
205. Compare operating results against the business planned operating budget.	
206. Conduct employee meetings.	140, 167, 721
207. Conduct employee training.	138, 293, 330, 745, 746, 748, 768
208. Contact a customer concerning a delinquent account.	597, 603, 681
209. Contribute money to organizations within the community.	329, 792
210. Convert or transfer account from one type to another.	598
211. Count merchandise on hand (physical inventory).	401, 414, 442, 463

212.	Design a credit application form.	
213.	Design employee evaluation form.	
214.	Detect evidence of poor morale (e.g. high personnel turnover, numberous grievances, increased absenteeism, tardiness).	262, 264, 271, 272, 311, 328
215.	Detect grievances among employees.	157, 291
216.	Determine application of state, federal, or local credit laws to store operations.	684
217.	Determine delivery charge.	503, 556
218.	Determine department arrangement and layout.	697, 781, 625, 711*
219.	Determine employee bonuses.	747
220.	Determine inventory shrinkage to detect pilferage and shoplifting.	
221.	Determine job classifications.	778, 609*
222.	Determine operating expenses.	348
223.	Determine postage for parcel post or other delivery system.	359
224.	Determine store business hours.	
225.	Determine store arrangement and layout.	SEE OP TASK: 218 (625, 711, 781) AND 626
226.	Determine transportation route for merchandise being shipped.	705
227.	Determine variable expenses.	
228.	Donate business time for local community events.	SEE OP TASK: 209
229.	Establish a business operating budget.	618, 619, 653, 666, 752

230. Establish credit policies and procedures.	737
231. Establish employee discount rate.	
232. Establish employee dress regulations.	263, 319
233. Establish merchandise priorities in the checking department.	701
234. Establish merchandise priorities in the marking department.	SEE OP TASK: 233
235. Establish policies and procedures for dealing with shoplifting.	
236. Establish policies and procedures for promoting employees.	
237. Establish policies concerning employee grievances.	652
238. Establish policies for hiring.	734
239. Establish policies for recruiting new employees.	762, 612*
240. Establish policy concerning employee benefits (e.g. insurance, vacation, sick leave).	
241. Establish procedures concerning customers' accidents.	660, 731, 751
242. Establish procedures concerning employees' accidents.	SEE OP TASK: 241
243. Establish procedures for checking merchandise against an invoice.	
244. Establish procedures for dealing with overdue accounts.	
245. Establish procedures for filing claims against carriers or manufacturers (e.g. merchandise damages, shortages, overcharges).	
246. Establish procedures for following through on nondelivered or lost merchandise.	
247. Establish procedures for processing incoming merchandise.	

248. Establish sales commission rates.	
249. Establish standards of performance for employee evaluation.	610, 769
250. Estimate the break-even point for a department.	356
251. Evaluate employee for promotion.	299, 611, 765
252. Evaluate employee training program.	SEE OP TASK: 207 (*293 ONLY)
253. Evaluate new developments in receiving, checking, and marking methods and facilities.	704
254. Explain credit policies to customer when opening account.	601, 824
255. Explain terms and conditions associated with credit plans to customer.	SEE OP TASK 254 (*824) AND 128
256. Explain the business operation and policies to job applicant.	661
257. File claims against carriers or manufacturers.	642
258. Formulate business objectives toward which supervisors can encourage employees to work.	277, 278
259. Grant credit authorization via charge plates.	689
260. Hire new employee.	693
261. Identify credit plans available.	SEE OP TASK: 254 (*824)
262. Identify modes of transportation used in shipping merchandise from vendor to store.	SEE OP TASK: 301
263. Identify the kinds of customer services and facilities that other stores offer.	SEE OP TASK: 204 AND 753
264. Inform customer by mail that complaint has been corrected or adjusted.	
265. Inform employee about fire and safety regulations and procedures.	788

266. Inform employee of appraised performances and of areas needing improvement.	729
267. Inform salespeople of credit information on particular customers.	739
268. Inform salespeople of store credit policy.	SEE OP TASK: 267
269. Inspect received merchandise for damages.	SEE ME TASK: 138
270. Instruct assistant manager (or supervisor) trainee.	332
271. Interview job applicant.	SEE OP TASK: 256
272. Itemize charge account on microfilm.	686
273. Load merchandise into customer's car.	
274. Mark identification on packages.	
275. Mark price tags with price-marking machine.	644, 710
276. Obtain information from credit bureaus, references, and other stores with whom a credit applicant has accounts.	602, 679, 596*
277. Order customer charge plate.	599
278. Orient new employee.	275, 282, 691
279. Plan job orientation for new employees.	606
280. Post job opening announcements in store.	
281. Prepare a budget for accounts receivable.	
282. Prepare and mail billing statement.	595, 688
283. Prepare forms to return merchandise to vendors.	

284.	Prepare inventory records of equipment.	668*, 400, 466, 640*
285.	Prepare inventory records of supplier.	SEE OP TASK: 284
286.	Prepare physical inventory records of merchandise.	SEE OP TASK: 284
287.	Prepare shift schedule for employees.	608, 712, 763, 779, 782
288.	Process customer payment of bills.	600, 680, 738
289.	Process incoming merchandise.	
290.	Record incoming merchandise.	
291.	Record merchandise returns to vendors.	760
292.	Report damaged merchandise.	
293.	Send form letter advising individual whether or not account has been accepted.	
294.	Select area or site location for future store.	628, 757
295.	Select department location for wrapping and packing.	630
296.	Select employee for promotion.	SEE OP TASK: 251
297.	Select employee for transfer.	SEE OP TASK: 251
298.	Select equipment to purchase for wrapping and packing.	SEE OP TASK: 295
299.	Select supplies needed for wrapping and packing.	SEE OP TASK: 295 AND 635
300.	Select the kind of storage suited for merchandise.	648
301.	Select the type of delivery system to be used in the business operation.	646, 624,

302.	Set employee commission rate.	SEE OP TASK: 219
303.	Set employee salary scales.	SEE OP TASK: 219
304.	Set employee wage rates.	SEE OP TASK: 221
305.	Set up a bookkeeping and accounting process for receiving and marking merchandise.	641, 647, 761
306.	Set up addressograph plates to send out statements.	SEE OP TASK: 272
307.	Set up credit account for another business.	
308.	Set up delivery schedule.	SEE OP TASK: 217, AND 755, 756
309.	Set up employee personnel records.	323
310.	Set up employee training course offered by suppliers and manufacturers.	449
311.	Set up sales contest for employees.	
312.	Sew store label into garment.	
313.	Study state, federal, and local laws concerning business operations.	717
314.	Study state, federal, or loacl credit laws.	SEE OP TASK: 216
315.	Submit advertisement to newspaper for recruiting new employees.	
316.	Supply customer information to credit bureau.	SEE OP TASK: 276
317.	Transfer merchandise from department to merchandise pick-up area.	
318.	Transfer merchandise from receiving to selling floor.	702
319.	Turn customer account over to collection agency or legal counsel.	682

320.	Visit schools to recruit new employees.	766, 767
321.	Write letter to customer to reactivate account.	
	PRODUCT AND/OR SERVICE TECHNOLOGY	
322.	Answer customer question concerning grades and standards.	558
323.	Ask customers for merchandise information (e.g. quality, uses).	585
324.	Ask other employees for merchandise information (e.g. prices, location, quality).	SEE PS TASK: 323
325.	Ask producers for merchandise information.	SEE PS TASK: 323 AND ME TASK: 166
326.	Ask sales representatives for merchandise information.	SEE PS TASK: 325
327.	Ask supervisors for merchandise information (e.g. prices, location, quality).	SEE PS TASK: 323
328.	Assemble merchandise.	
329.	Determine application of the Pure Food, Drug, and Cosmetic Act to store operations.	522
330.	Determine implication of the Federal Trade Commission protective measures to store operations.	523
331.	Determine implication of federal, state, and local laws regarding merchandise standards.	515, 516, 520, 521
332.	Distribute materials to employees concerning merchandise information.	
333.	Estimate waiting time for special order.	
334.	Explain care of merchandise to customer.	548
335.	Explain merchandise accessories available to the customer.	SEE PS TASK: 334
336.	Explain merchandise directions to customer.	SEE PS TASK: 334 AND 512, 554

337. Explain merchandise guarantees to customer.	SEE PS TASK: 336
338. Explain to customer the protective provisions offered by various consumer agencies.	524
339. Identify styles of merchandise in other departments.	
340. Instruct employee concerning product knowledge.	419, 580
341. Measure customer to determine size of merchandise.	500, 557
342. Read trade journals to supplement product, service, merchandise, fashion, and business trend information.	SEE CO TASK: 067
343. Retrain employee to update product knowledge.	SEE PS TASK: 340
344. Select useful merchandise information from advertisement.	555, 589
345. Study Federal Trade Commission protective measures as they apply to store products.	SEE PS TASK: 330
346. Study federal, state, local laws regarding merchandise standards.	SEE PS TASK: 331
347. Study merchandise information found on the merchandise itself (handtags and labels, leaflets, directions, box covers and price tags).	162, 502, 517, 559, 564
348. Study the Pure Food, Drug, and Cosmetic Act.	SEE PS TASK: 329
349. Suggest newly developed merchandise which can be substituted for formerly used merchandise.	507, 508, 871
350. Suggest size of merchandise for correct fit.	506
351. Suggest substitute item for out-of-stock merchandise.	SEE PS TASK: 349
352. Write special order for merchandise.	SEE ME TASK: 161
SELLING	
353. Advise customer on current fashions.	513

354. Analyze customer objections as valid or as excuses.	874, 926
355. Appraise customer's purchasing needs and desires.	870, 830*
356. Apply methods for meeting customer objections.	SEE SE TASK: 354
357. Approach the customer when opening a sale.	866, 942, 869*
358. Approve credit transaction.	SEE OP TASK: 259
359. Approve customer's check for purchase.	832
360. Approve merchandise return or exchange.	817
361. Arrange for home installation of merchandise.	
362. Arrange merchandise in the stockroom.	881
363. Arrange merchandise on the selling floor.	SEE SE TASK: 362
364. Balance cash drawer against cash register reading.	389
365. Calculate employee discount on merchandise purchased.	363
366. Calculate sales tax.	362
367. Calculate the amount of a customer's purchase.	374, 390
368. Calculate the unit price for multiple-priced merchandise.	384
369. Call customer concerning merchandise ordered.	115
370. Call fitter, or make appointment for fitting, if alterations are needed.	825
371. Change price marking on merchandise.	444

372.	Check store for depleted stock.	637
373.	Clean merchandise.	
374.	Compute selling costs of purchased items.	SEE SE TASK: 367
375.	Correct cash register error.	354, 394, 829
376.	Cover merchandise.	
377.	Demonstrate merchandise as it may be used by customers.	501, 806, 893
378.	Detect "buying signals" or readiness to buy on the customer's part.	
379.	Determine a customer's buying motive.	883, 946
380.	Determine approach for opening a sale.	511, 812
381.	Determine method for closing a sale.	820, 876, 895
382.	Determine personality type of customer.	863, 918
383.	Determine sales tax from a tax table.	360
384.	Determine type, quality, and price of merchandise carried by competitors.	514
385.	Determine when either underselling or overselling is becoming detrimental to a sale.	844
386.	Develop a sales presentation around identified buying motives.	873
387.	Develop a sales presentation based upon anticipated customer objections.	SEE SE TASK: 351
388.	Employ methods of suggestion selling to increase the sale.	809, 875, 882, 929
389.	Establish sales quota for department.	457

390. Establish sales quota for salesperson.	SEE SE TASK: 389
391. Establish sales quota for store.	SEE SE TASK: 389
392. Exchange returned merchandise.	547, 879
393. Explain delivery schedules to customer.	SEE OP TASK: 217 AND 833
394. Fill in floor fixture or bin.	
395. Identify product benefits.	499, 550, 885, 545, 584, 822, 949
396. Identify product features.	SEE SE TASK: 395 (499, 545, 550, 885) AND 827, 551*
397. Inform buyer or supervisor of stocks that are low.	947, 970
398. Inform customer of newly-arrived merchandise.	
399. Inform customer of specially-priced merchandise.	
400. Inform supervisor of customer complaint.	823, 927, 937
401. Inform the buyer of customer requests.	
402. Inspect merchandise on selling floor for damage.	
403. Inspect merchandise returned by customer for damage.	
404. Inventory the physical stock.	SEE OP TASK: 211
405. Make change during a cash transaction.	371, 386, 818, 896
406. Mark prices on merchandise.	SEE OP TASK: 275
407. Order replacement merchandise based upon merchandise counts.	SEE OP TASK: 211 (401)

408. Place merchandise into the customer's hands during a sale.	807, 842, 892
409. Place size marker on rack.	
410. Read and clear cash register.	361, 632
411. Record merchandise price changes in price book.	347, 368
412. Record sale on a cash register.	816, 888, 907
413. Refund money for returned merchandise.	SEE SE TASK: 360
414. Repair damaged merchandise.	841
415. Replenish floor stock from reserve stock.	505, 649, 878, 902
416. Remove spoiled or damaged merchandise from selling lfoor.	
417. Request cash for register.	388
418. Request merchandise from other stores.	403, 441, 445, 487
419. Rotate merchandise.	908
420. Select merchandise to transfer to other stores.	SEE SE TASK: 418
421. Select the credit plan or installment terms which will serve the customer best.	135, 821
422. Select wrapping materials for the customer's purchase.	
423. Sell gift certificate.	
424. Set up a customer card file.	865, 867, 920
425. Set up merchandise demonstration.	

426. Ship merchandise to fill a mail order.	008, 622, 835
427. Ship merchandise to fill a telephone order.	SEE SE TASK: 426
428. Suggest merchandise from department.	877
429. Suggest merchandise from other departments.	SEE SE TASK: 428
430. Suggest qualities of high priced merchandise (trade up) during a sale.	SEE SE TASK: 388
431. Take garment to alterations department.	SEE SE TASK: 370
432. Take merchandise count.	SEE OP TASK: 211
433. Transfer merchandise to Will-Call or Lay-Away area of store.	831, 834
434. Wrap, bag, or box sold merchandise.	552, 629, 887
435. Write additional customer (identification) information on customer check.	SEE OP TASK: 183
436. Write cash refund slip.	130, 125*
437. Write charge credit.	SEE SE TASK: 436
438. Write exchange slip.	SEE SE TASK: 436
439. Write sales check for cash transaction.	819, 898, 813, 890
440. Write sales check for C.O.D. transaction.	SEE SE TASK: 433
441. Write sales check for credit transaction.	814, 815, 889
442. Write sales check for lay-away.	SEE SE TASK: 433